

CONFIDENTIAL

RESERVE BANK OF INDIA

REPORT OF THE SPECIAL COMMITTEE  
FOR  
FIXATION OF COMBINED SENIORITY  
AND  
INTER-GROUP MOBILITY OF OFFICERS  
IN GROUPS I, II and III IN THE  
BANK

BOMBAY

DECEMBER 1976

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I

Special Committee -  
Appointment

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On 2nd January 1976, the Reserve Bank set up a Committee comprising the undernoted senior officers of the Bank to examine and suggest measures for introducing inter-group mobility and combined seniority of officers in various grades in Groups I, II and III.

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|---|---|--|
| (i) Chief Manager<br>(Shri C.L.Thareja)   | - | Chairman   |
| (ii) Manager,<br>Reserve Bank of India,<br>Bombay<br>(Shri T.D.Katara)                              | - | Member -<br>Representing<br>officers in<br>Group I   |
| (iii) Chief Officer,<br>Department of Banking<br>Operations and<br>Development<br>(Shri P.N.Khanna) | - | Member -<br>Representing<br>officers in<br>Group II  |
| (iv) Chief Officer,<br>Agricultural Credit<br>Department<br>(Shri K.Madhava Das)                    | - | Member -<br>Representing<br>officers in<br>Group III |

Terms of Reference

1.2 The terms of reference of the Committee are as follows:

(i) To suggest principles for determining inter-seniority of officers in each Grade, belonging to different groups;

(ii) To review the progress made so far in the introduction of combined seniority and inter-group mobility of officers in Grades 'A' and 'B' of the Bank and to suggest measures for expediting the process;

(iii) To examine and suggest steps and procedures for an expeditious introduction of combined seniority and inter-group mobility of officers in Grades 'C', 'D', 'E' and 'F' of the Bank, either simultaneously or in a phased manner, as may be considered feasible. The Committee may also examine and suggest in this connection interim measures, if any, that may be considered by the Bank for an ultimate common seniority and inter-group mobility in all the grades;

(iv) To suggest suitable training programme or programmes, incorporating appropriate reappraisal measures, for the officers in Grades 'A' and 'B' who are already covered by the combined seniority scheme

and are likely to be posted to other departments, so that they are properly equipped to discharge their duties in the new Department. The Committee is also required to suggest suitable training programme or programmes, including an appropriate appraisal system for officers in higher grades, who may be posted to other Departments consequent to introduction of combined seniority and inter-group mobility in those grades, vide item (iii) above;

(v) To examine and suggest other measures, if any, which could be considered by the Bank for avoiding promotional imbalances occurring from time to time among the officers in the same grade attached to different departments, pending introduction of the complete inter-group mobility in that grade; and

(vi) To make such other recommendations as may be considered necessary and useful for the purpose of introduction of inter-group mobility of officers and inter-changeability of posts in the different grades.

Secretariat of  
the Committee

1.3 The secretariat of the Committee was located at Bombay and consisted of officer staff drawn from Groups I, II and III. viz., Shri P.K.Venkateswaran, Shri A.G.Varghese and Shri P.P.Chacku.

Methodology

1.4 The Committee held several meetings in Bombay to discuss the various problems pertaining to the subject. In addition, the Chairman and members of the Committee held discussions with some of the Managers of regional offices (Calcutta, New Delhi, Bangalore, Gauhati and Jaipur), Heads of Departments/officers-in-charge of sub-groups and officers of the various Departments/Offices to ascertain their views on different aspects of the subject. They also held discussions with the representatives of the Reserve Bank of India Officers' Association and, on certain aspects, with the Staff Officers' Association.

The views expressed by the officers in the various meetings have been taken note of by the Committee in formulating its recommendations.

II

Existing group system -  
Historical background

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2.1 For a proper appreciation of the problem of inter-group mobility of officers, it would be worthwhile to recapitulate briefly the circumstances leading to the creation of different groups which exist in the Bank at present.

2.2 According to the preamble to the Reserve Bank of India Act, the main function of the Bank is to regulate the issue of Bank notes and the keeping of reserves with a view to securing monetary stability in the country and generally to operate the currency and credit system to its advantage. During the first decade after the inception of the Bank in 1935, these functions were carried out through three departments, viz. (i) the Banking Department which dealt with the management of banking functions of the Central and State Governments, the Public Debt and also acted as banker to the commercial banks and to some financial institutions including State Co-operative Banks. (ii) the Issue Department which took over the functions of the Office of the former Controller of

Grouping  
Position  
prior to  
1st August  
1945

Currency, and (iii) the Agricultural Credit Department which dealt with Co-operatives and was also responsible for economic research and analysis of problems relating to the Indian economy in general.

Grouping  
position  
between  
1st August  
1945 and  
31st March  
1951

2.3 From 1st August 1945, the Agricultural Credit Department, was trifurcated into:

(i) the Agricultural Credit Department, (ii) the Department of Research and Statistics and (iii) the Department of Banking Operations. This trifurcation was necessitated by the expansion of research activities of the Bank for dealing effectively with various economic problems and for the discharge of additional responsibilities devolving on the Bank in relation to banking companies. For purposes of promotion of officers, the Agricultural Credit Department and the Department of Research and Statistics were grouped together (specialised groups) and the Department of Banking Operations was grouped with the General Side (banking group). All promotions were made from two separate common seniority lists, one for the specialised or technical group and the other for the banking group.



Grouping  
position  
after 1st  
April 1951

2.4 Again, from 1st April 1951, the departments were regrouped as under:

- |           |  |
|-----------|--|
| Group I   | Staff attached to the Department of Research and Statistics.   |
| Group II  | Staff attached to the Department of Banking Operations, the Department of Banking Development (which was formed in October 1950) and the Agricultural Credit Department. |
| Group III | Staff attached to the other Departments - General Side.  |

The above re-groupings were made with a view to:

- (a) removing administrative difficulties felt in making promotions on the basis of the then existing combined seniority list for the Department of Banking Operations and the General Side Departments and the time taken by the promotees from other departments in picking up the work,
- (b) getting Officers specialised in different subjects which was considered beneficial both to the employees and the Bank, and
- (c) reducing to some extent the grievances of the staff who had been recruited directly having regard to their special qualifications and experience in the matter of promotions to higher grades vis-a-vis those promoted from the ranks.

These reasons were spelt out in paragraph 3 of a note recorded by the then Chief Officer, Department of Banking Operations on 9th May 1950. A copy of that note is attached as Annexure I. The proposal for segregation of the Department of Banking Operations to form a separate group was ultimately accepted by the Bank. As from 1st August 1951, separate seniority lists were maintained for each of the three groups and while promotions upto the level of Superintendents (now Staff Officers Grade II - Promotees) were made within the departments constituting each of the groups, promotions to Officers' grade and confirmations therein were made on the basis of the seniority of employees in each Group. In paragraph 4 of the abovementioned note, the Chief Officer had stated that it might be contended that with segregation, the D.B.O.D. would be a smaller unit and that the chances of promotion for the staff would automatically be reduced. He, however, went on to say that "while this is partly true, the disadvantage is likely to be counter-balanced by the rapid chances of promotion which the employees would have in view of the proposed expansion of the Department".

2.5 The above grouping continued till 1955 when, as a result of the recommendations of the Committee of Direction of the All India Rural Credit Survey, the Agricultural Credit Department expanded and it was found necessary to re-organise that Department and form it into a separate group. Accordingly, from 1st April 1955, the staff attached to the various departments were regrouped as under :-

- Group I - Staff attached to the Department of Research and Statistics.
- Group II - Staff attached to the Department of Banking Operations and the Department of Banking Development.
- Group III - Staff attached to the General Side.
- Group IV - Staff attached to the Agricultural Credit Department.

Subsequently, the Industrial Finance Department and the Department of Non-Banking Companies were added to Group II in September 1957 and March 1966, respectively. Group V was created for the staff of the Industrial Development Bank of India with effect from 1st April 1965. Opportunity was also taken to renumber the groups

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and at present, the various departments and the staff attached to them are grouped as stated below :

The present grouping is broadly based on the functional similarities of the various departments, and is as follows :

Group I :

General Departments dealing with the day-to-day operational functions of the Bank including accounts and organisational matters. This Group includes such departments as Issue, Banking, Exchange Control, Accounts and Expenditure, Department of Administration and Personnel, Premises Department, Inspection Department, etc. There are various sub-groups (such as the Legal Department and the Management Services Division) in this group for the specialised category of officers.

Group II :

Departments dealing with regulatory and inspection functions in respect of the money market. This Group includes Departments such as the Department of Banking Operations and Development, Industrial Finance Department and Department of Non-Banking Companies. Most of the

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staff deputed to RBI associate institutions viz. the Credit Guarantee Corporation of India Ltd., and the Deposit Insurance Corporation also belongs to this Group.

Group III:

Department dealing with co-operative and agricultural credit institutions i.e. the Agricultural Credit Department. Most of the staff deputed to the Agricultural Refinance and Development Corporation also belongs to this Group.

Group IV :

Research Departments i.e., the Economic Department and the Department of Statistics. Both these Departments have their separate line of seniority for the Officer staff.

Group V :

Industrial Development Bank of India.

2.6 To sum up, the position prior to the formation of groups effective from 1st April 1951, was that all promotions were made from two common seniority lists, one for the specialised or technical group comprising the Department of Research and Statistics as well as the Agricultural Credit Department and the other for

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the banking group, viz. the General Side and the Department of Banking Operations. Thereafter, the creation of further groups was largely due to the need for specialisation.

Existing Group System - Drawbacks

3.1 The existing Group system, as summarised in the preceding chapter, has several drawbacks having a bearing on the promotional opportunities of Officers in the various Groups. These drawbacks are listed below :

- (i) Unequal size of one Group as compared to another.
- (ii) Uneven expansion in one Group as compared to another.
- (iii) Earlier confirmations of Officers in one Group as compared to those in another.

3.2 In 1955, Group I was the largest of all the three Groups on the basis of the total number of officers in Grades 'B' and above in each of the three Groups. The subsequent expansion in staff strength has been far greater in Groups II and III than in Group I with the result that by the end of 1975, the total strength of Officers in Grades 'B' and above was the smallest in Group I as compared to the other Groups. The number of officers in Grade 'A', however, continues to be the largest in Group I on account of the operational nature of its functions.

An idea of the comparative Officer staff strength in Grades 'B' and above in each Group may be obtained from the Table in Annexure II showing the total Officer staff in 1955 and at the end of each subsequent 5 yearly period. It will be seen that there was larger expansion in Groups II and III during the last 20 years. While the increase in the total number of officers in Grades 'B' and above in Group I over that period was 280%, the corresponding increase in Groups II and III was 451% and 1100% respectively. However, the large expansion in Group II and III was mainly at the junior officers level, particularly in Grade 'B'. As regards senior officers i.e. officers in Grades 'D', 'E' and 'F', while the expansion in Groups I and II could be regarded as more or less equal, the expansion in Group III, particularly in Grade 'D' was rather marked. However, the total number of posts of senior officers and the percentage of such posts to those of junior officers continued to be smaller in Groups II and III. In this connection, attention is invited to Annexures II and III. The larger expansion at the level of officers in Grades 'B' and 'C' in Groups II and III was due to their programme



for centre-wise inspections of branches of commercial banks and application of B.R. Act to co-operative banks for which a greater complement of officers at that level was considered necessary. Such expansion widened the base of officers in Grades 'B' and 'C' but there was no correspondingly larger expansion in the higher grades in Group II and III. Therefore, the officers in those groups started stagnating as compared to those in Group I.

3.3 Officers in Groups II and III have also generally taken a longer time for confirmation as the posts against which they were promoted <sup>were</sup> either initially sanctioned on a temporary basis and continued as such for quite some time before they were made permanent or the vacancies were caused by deputation of regular officers to commercial banks/state co-operative banks, etc. for which no permanent vacancies were created. On the other hand, Group I had more or less its normal growth during these years and there was a smooth flow of normal vacancies. Also the officers recruited in the early years of the Bank had gradually started reaching superannuation and there was a regular flow of retirement vacancies.

The Officers in Group I had, therefore, their confirmation quickly and thereby derived distinct benefits.

3.4 Under the Bank's rules, the seniority of an Officer in a particular grade is ordinarily dependant on his date of confirmation in that grade and although for the purpose of promotion, the seniority of an officer is given weightage only within the same Group, for a notional comparison of seniority of officers in different Groups, the seniority of an officer who was confirmed earlier in one Group as compared to another who was confirmed later in another Group has definitely an edge over the latter. Such comparisons arising from promotional imbalances in the various groups caused resentment among the affected officers. This state of affairs had long agitated the minds of the officers in Groups II and III and they brought this to the management's notice in various representations from 1968.

3.5 The Bank Management has been taking various steps from time to time to equalise the promotional opportunities available in different Groups. The steps taken by the Bank in this direction in the past are listed below

- (i) Declaring certain posts of senior officers as 'ex-cadre' posts to be filled up on selection basis from amongst suitable officers belonging to all the Groups.
- (ii) Treating the additional vacancies arising out of new functions entrusted to a Department or a large-scale expansion of a Department or opening of new Department/Office, etc., as expansion vacancies to be filled up by selection from amongst Officers attached to all the Groups, through the Services Board.
- (iii) Introduction of the 'Optee Scheme' under which 25% of additional vacancies in the cadre of Officers in Grade A in Groups II and III were to be filled up by transfer of eligible Officers in that Grade from Group I.
- (iv) Treating the directly recruited Officers in Grade A from 1968 batch onwards as belonging to a common pool, to be eligible for promotion in any Group.

(v) Introduction of a common seniority scheme for the temporary Clerks in all the Groups and an optee scheme for the Clerks Grade II and I for filling up the vacancies in Groups II and III.

3.6 These schemes, however, did not touch even a fringe of the problem of promotional imbalances which continued in the higher grades. This is so because the schemes were mainly intended to correct the imbalances only at the lower level. Under the 'Optee Scheme' introduced for staff Officers Grade 'A' (Promotees) in July 1967, only 50 Officers from Group I could be transferred to Groups II and III over a period of 5 years upto 30th June 1972 (vide Annexure IV). The fact that the above schemes could not serve as an adequate corrective for removing the promotional imbalances can be judged from the Table in Annexure V. showing the number of additional posts sanctioned in Groups II and III over the three 5 yearly periods from 1961 to 1975 and the corresponding number of the additional posts filled up by promotion of Officers from within the same Group, the number of additional posts filled up by selection/promotion of Officers from other Groups

and the number of posts filled up by direct recruitment from the open market. A substantial proportion (46%) of the expansion vacancies in Grades 'A' and 'B' in Groups II and III was filled by promotion/appointment from the other Groups, 6% of the vacancies in Grades 'C' and above in Group II were filled by promotion/appointment from the other Groups, the remaining 94% being filled by Officers from within the same Group. Similarly, 8% of the expansion vacancies in Grades 'C' and above in Group III were filled from outside that Group, thereby reducing the promotional opportunities available to Groups II and III to that extent; the remaining 92% were filled by promotion/appointment within the same Group. It may also be mentioned that while there has been movement of Officers from Group I to Groups II and III, there has been no corresponding movement from Groups II and III to Group I.

3.7 The matter was ultimately referred to the Reserve Bank of India Officer Cadre Review Committee (CRC) appointed by the Bank in May 1970. The Committee was, among other things, required to examine and make recommendations for the changes desirable in the

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existing constitution of the cadres of officers having due regard to the need to provide reasonable prospects of increments and promotion and to ensure such degree of inter-changeability as administrative efficiency and exigencies of the Bank's services demanded. Some of the important aspects of inter-changeability have been discussed in Chapter V of our report.

IV

Fixation of seniority in the  
Combined Group - Principles

4.1 The Committee considers that the most important item of its terms of reference relates to the question of evolving principles for determining the seniority of each officer in the respective grades in the combined Group. The Committee has noted that on practically the same question, the Cadre Review Committee had, in its report issued in October 1972, recommended that the most rational basis for drawing up a common seniority list would be to go by the date of entry (either by promotion or direct recruitment) by each officer in a grade in a continuous officiating capacity. The Cadre review committee also recommended that the mobility and interchangeability of officers between the various groups should be introduced in a phased manner and by stages, and that this may be done in Grades 'A' and 'B' within a period of three years from the date of acceptance of its recommendations by the Bank and in Grade 'C', within a period of 5 years from such date. The Bank decided that the common seniority and inter-mobility among the groups should be introduced at the base level of officers, i.e. in Grade A, and it should be extended to the higher grades as and when these officers became due for promotion. As all normal

promotions to Grade B made since 1st January 1970 were on an ad hoc and provisional basis subject to adjustment in due course in the light of the Bank's decision on the recommendations of the Cadre Review Committee, it was decided that the common seniority should be introduced in respect of all those who were in Grade A as on 1st January 1970 (including those promoted to Grade B subsequently) and the provisional promotions made to Grade B since that date should be regularised in the manner recommended by the CRC. The CRC had suggested drawing up the common seniority lists on the basis of the date of continuous officiation of the officer but it was observed that for various administrative reasons, there were many cases where the juniors had been promoted before the promotion of their seniors and they were continuing as such from earlier dates. Also, the Bank decided to take the total length of officiating service (including short-term officiating service) to determine the seniority of each officer in Grade 'A' (Promotee) confirmed as such prior to 1st January 1970 in the Combined Group on the basis of length of service in that grade (including officiating service) regardless of the date of confirmation, subject to the existing inter-se seniority of that



officer in comparison to others in the respective office/department/Group being maintained in the Combined Group. In respect of the officers directly recruited in Grade A prior to 1st January 1970, including those appointed to officiate in Grade B on a provisional basis on or after 1st January 1970, the Bank decided to form a separate combined seniority list on the basis of the year of selection of each officer and the ranking assigned to him by the Selection Board prior to his allotment to different Groups, regardless of his date of confirmation, but subject to supersessions, if any. Another combined seniority list of officers in Grade A (Promotees) confirmed as such on or after 1st January 1970 and/or Direct Recruits selected on or after 1st January 1970 has been prepared on the basis of the length of service in Grade A (including officiating service) regardless of the date of confirmation/<sup>but</sup>subject to existing inter-se seniority in the respective office/department. Directly recruited Officers have been merged in that list en-block at the appropriate place with reference to the date on which their selection was approved by the Bank.

It was decided that the promotion to Grade B of Officers in Grade A confirmed/selected prior to 1st January 1970 should be regularised in the ratio of 3 Promotees 1 Direct Recruit i.e. the ratio for promotion between these two cadres existing till that date. In regard to officers in Grade A (Promotees confirmed after this date or Direct Recruits selected after this date), it was also decided that the promotions should be made on the basis of the common seniority list based on the total length of service in the manner suggested by the CRC and modified by the Bank as above.

4.2 Acceptance of the CRC recommendation for adoption of the date of entry in a particular grade for all the officers would have resulted in large-scale variation in placements and promotional prospects of the directly recruited officers who were appointed prior to 1st January 1970, and who would have looked forward for promotion to Grade B in a certain ratio for promotion as between promotees and direct recruits as existing at that time. Detailed instructions in this respect have been issued in A.C. Circular No.15 dated the 22nd

May 1974. The Bank's decisions on this matter are the subject matter of two Writ petitions pending before the Delhi High Court. The action taken on the circular are subject to the High Court decision.

4.3 The Committee has given considerable thought as to the appropriate method to be recommended to the Bank for deciding the seniority of each officer in the combined Group. It has particularly examined the alternative methods for refixing the seniority on the basis of

(a) date of confirmation in the existing grade if the officer is already confirmed and date of confirmation in the substantive grade if the officer is officiating in a higher grade,

or

(b) the date of continuous officiation in the existing grade both for confirmed and officiating officers

or

(c) date of confirmation in Grade 'B' as basis for seniority in all higher grades

or

(d) date of entry in Grade 'B' on a continuous basis,

or

(e) total length of service in the existing grade, including officiating period of short spells, both for confirmed and officiating officers.

4.4 While the Officers' Association is strongly in favour of adoption of method (b), and the same had been recommended by the CRC, opinion among the individual officers and Heads of Departments who met the Committee remained divided. While some officers preferred method (b), others were in favour of method (d) or (e).

4.5 Our Committee is not in favour of method (a) which has been adopted by the Bank so far, (excepting in regard to combined seniority list of officers in Grade 'A') as it does not take into account the varying periods of officiation put in by officers in the higher grade in different groups before their confirmation.

For instance, if two officers - A and B started officiating in a higher grade from the same date in two different Groups, and the officer A was confirmed in that higher grade after two years of officiating service, whereas officer B was confirmed after 3 or 4 years of officiating service in his Group, Officer A would be deemed to be senior in the Combined Group by virtue of his earlier date of confirmation. This would obviously be not a fair arrangement because the late confirmation of officer B resulted from lack of permanent vacancies in his Group and was not due to any fault of his. This alternative was also considered by the CRC but was not accepted by them on account of the same drawback.

4.6 Our Committee is also not in favour of method (b) as it does not take into account the officiating service of an officer in short term vacancies. Additional posts are often sanctioned in the Bank on a purely temporary basis for short periods and on the expiry of those periods, the incumbents are reverted to their substantive posts for a few days and again appointed to

officiate against some other vacancies thereafter. The total period of officiation of such officers in short term vacancies sometimes extends to nearly one year or more which cannot obviously be ignored. In view of this drawback, the Bank did not accept this method while refixing the seniority of Grade 'A' Officers in the Combined Group as on 1st January 1970.

4.7 Method (c) and (d) would require the Bank to go very far back in the case of senior officers, particularly those who are in Grades 'E' or 'F' in the matter of refixation of their seniority.

4.8 After carefully examining all the alternatives and taking into account the relevant considerations, our Committee recommends adoption of method (e) by the Bank as it takes into account not only the period of continuous officiation but also the period of officiation in short-term vacancies in the case of officers who are appointed to officiate in a higher grade. This method has also been adopted by the Bank for determining seniority of officers in Grade 'A' in the Combined Group as on 1st January 1970. It will also secure

uniformity if the same principle is applied for determining the seniority of officers in Grade 'C' and above in the combined group. The proviso that inter-se seniority of an officer in the same Group, should also get reflected in the Combined List of officers in Grades 'C' and above should also be made applicable. The same condition has also been made applicable while determining the seniority of officers in Grade 'A' in the Combined Group.

Appropriate date to be adopted by the Bank for refixation of seniority of each officer in the Combined Group

4.9 The Committee members had long discussions among themselves on the appropriate date to be recommended to the Bank for adoption for determining the seniority of each officer in the Combined Group. In spite of all efforts to evolve a unanimous or a near-unanimous view on this point, the views among the members remained sharply divided. The Chairman proposed to the other members the adoption of the date, 1st January 1976 for this purpose. While the Member representing Group I agreed with the Chairman's suggestion, subject to his views contained in Annexure VI the other Members viz. the Chief

Officers, DBOD and ACD have been totally opposed to the Chairman's view and have recommended adoption of 1st January 1970 as the date for determining the seniority of each Officer in the Combined Group.

Reasons for  
adoption of  
the date  
1st January  
1976

4.10 The following reasons weighed with the Chairman for recommending adoption of 1st January 1976 as the date for determining the seniority of each Officer in the Combined Group:

(a) The number of additional posts sanctioned in the various grades over a period of 20 years from 1956 was far larger in Groups II and III than in Group I. A substantial portion of the benefits of these posts accrued to Officers within the same Group. There were then strong feelings of resentment among the officers in Group I over the non-existence of similar promotional opportunities for them. The incumbents of these additional posts in Group II and III had got quicker promotions particularly in Grades 'C' and 'D'. They were comparatively younger in age and had moved up faster. Sometimes the Officers in the succeeding grade were



also equally young, say, appointed by selection or they had faster promotions in the earlier stages as a result of which they had reached higher grades at a comparatively younger age. As the number of posts in the still higher grades viz. 'E' and 'F' in these two Groups were much less than in Group I and on account of the younger age of Officers, vacancies arising by the retirements in those two Groups were lesser, the Officers who got quicker promotions started stagnating. On the other hand, in view of the limited promotional opportunities available to Officers in Group I over a period of 15 or 20 years from 1956, those officers who actually got promotions against normal vacancies resulting from additional posts, retirements, etc. (particularly over the 10 years prior to 1976) got the benefit of earlier confirmations. It is therefore clear that the swing of quicker promotions was entirely in favour of officers in Groups II and III prior to 1970 whereas from 1970 (or even from 1965) onwards the swing has been in favour of officers in Group I who have benefited more by way of quicker confirmations.

The benefits which accrued to the two sets of Officers namely, Officers in Groups II and III on the one hand, and Officers in Group I on the other could be deemed to have equated to each other. The question therefore boils down to adoption of expedients for removal of similar imbalances in future and for this purpose, adoption of 1st January 1976 which is a recent date would be more appropriate than any far back date.

(b) All those officers who got promotions or higher appointments prior to 1st January 1976 have, by virtue of the applicability of R.B.I. (Staff) Regulation 28, acquired certain rights over others as to continuance in the higher grade in the normal course and those expectations and rights seem to be unchallengeable. It seems extremely doubtful if these can be vitiated at this stage by formulating a revised scheme to be made applicable to officers in all the Groups from a far back date. As promotions in Grades 'C' and above have not been made on a provisional basis since 1st January 1970 as in the case of officers in Grade 'B', nor was there any indication to this effect made even in the A.C.

Circular No.15 dated the 22nd May 1974, the officers would have a reasonable right to expect that the status quo would continue. There would be greater chances of the Bank having to face challenges in Courts of Law from the affected officers if the combined seniority list is prepared as on 1st January 1970 or any date prior to 1st January 1976. On the other hand, all promotions, or appointments to higher grades made by the Bank since 1st January 1976 have been subject to a clear stipulation as to their provisional character, giving no inherent right/s to the incumbents for continuance in the higher grade. In other words, each such officer has been put on notice that the benefit of promotion given to him after that date does not confer on him any right of continuance in the higher grade. All these promotions/appointments to higher grades have been made specifically subject to adjustments in the light of the Bank's decision on this Committee's recommendations. This calls for adoption of 1st January 1976 as the appropriate date for the purpose.

(c) Any date which the Bank adopts for determining the seniority of each officer in the combined Group would be just ad hoc but a far back date, particularly 1st January 1970 would call for taking into account individual developments and variations over a period of six years. Such complexities would be lesser if the Bank were to adopt a recent date such as 1st January 1976 for the purpose.

(d) A far back date, say 1st January 1970, would have the disadvantage of having to rewrite the history of each officer at least for the past 6 years. An Officer who, on the basis of that date is deemed to be senior to another officer who, though junior according to his re-fixed seniority in the combined list as on 1st January 1970, is actually in a higher grade (because of promotional imbalances in the different Groups from time to time) is likely to emphasise his seniority over the latter in all matters of representations to the Bank. To lay down specifically while adopting the date, 1st January 1970 that this will not affect the promotions already acquired by officers junior on

the basis of that list, would not by itself be a practical solution because such officers would always exert their claims to further higher posts on the basis of their earlier promotion. Any acceptance of such claims by the Bank on the basis of the seniority list of officers as on 1st January 1970, will have legal implications.

(e) The Bank has adopted the date - 1st January 1970 - for refixing the seniority of officers in Grade 'A' in the combined Group. This date had its relevance only vis-a-vis the officers in Grade 'A' who were, promoted from that date onwards to Grade 'B' following the appointment of the Cadre Review Committee, on a purely temporary and provisional basis, without conferring any rights on the officers concerned as to seniority or continuance in the higher grade. All these promotions were subject to regularisation in due course in accordance with the Bank's decisions on the CRC's recommendations and this was specifically advised to each promotee. On the same basis, the CRC suggested implementation of its relative recommendations from 1st January

1970. It may be mentioned here that the CRC was fully aware of the promotional imbalances existing in different groups and grades as on 1st January 1970 and during the subsequent period when it was in session. In fact, the Officers' Association had been vigorously pleading for mobility in all the grades from the very beginning and the Bank had left this question open to the Committee. However, the Cadre Review Committee, after a careful consideration of all the relevant issues, recommended introduction of common seniority only in Grades 'A', 'B' and 'C' and that too in a phased manner, spread over a period of 3 to 5 years. For higher grades, the Cadre Review Committee has left the matter to the Bank.

(f) There is practically no disadvantage in adopting 1st January 1976 as the appropriate date since the situation calls for removal of promotional imbalances in future. As far as the past is concerned, the benefits acquired by some officers due to promotional imbalances cannot be negated at this stage since the extent of comparative benefit in one Group differed from time to time as compared to another in the past.

4.11 The two members of our Committee representing Groups II and III have given the most careful and anxious consideration to the views expressed by the Chairman in paragraphs 4.9 and 4.10 above with which the representative of Group I has agreed. These two members have not agreed with the views of the Chairman and the representative of Group I for the following reasons.\*

The method for combining seniority suggested by the Chairman is based on the conclusion that the benefits which accrued to officers in Groups II and III on the one hand, and officers in Group I on the other, over the years, have been more or less equal and that the basic problem is to remove future imbalances. This conclusion is not borne out by facts and as such, the scheme suggested by the Chairman will not meet the requirements of the situation according to these two members. They feel strongly that any scheme of combining seniority of officers

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\*Paragraphs 4.11 to 4.23 deal with the views of the two members representing Groups II and III.

should place the larger interests of the Bank above every other consideration. This objective, they feel, cannot be achieved if the just hopes, aspirations and expectations of a vast majority of officers are ignored merely to satisfy an insignificant minority of officers, howsoever highly placed. The scheme devised by the Chairman would create a sense of general dissatisfaction, frustration and disaffection among a large majority of officers, a situation highly harmful to the smooth and efficient functioning of the Bank. It is incidental that this majority of officers belong to Groups II and III who have, over the years, seen their counterparts of lower comparative seniority in Group I gaining over them by way of promotions to higher grades. It is true, however, that in any scheme for combining seniority there is likely to be a section whose interests may be adversely affected. This is a price which has necessarily to be paid in the larger interests of the majority of officers and, therefore, of the Bank itself. Considered in the light of the above, the scheme of fixing the date of seniority suggested by the Chairman is not



acceptable to the two members representing Groups II and III because it will be to the disadvantage of a large number of officers, though it will benefit a minority of officers.

4.13 They, however, agree that the scheme for combining seniority should ensure that no officer who has derived any benefit by way of a promotion to a higher grade before 1-1-1976 under the existing Group system should be made to suffer because of the fact that he occupies a position junior in the combined list than an officer who has not been so promoted. In other words, the scheme should be such that it protects the position occupied by an officer as on 1-1-1976. This principle has already been accepted by the Bank in the case of 'B' grade officers as officers in the combined list of such officers have not been reverted to make room for their seniors in the list and such seniors are being promoted only against future vacancies. However, while they agree that the position occupied by officers as on 1-1-1976 should be protected, the two members feel strongly that it would be wrong to devise the scheme in such a manner that seniority is

also conferred on such officers so as to entitle them to further promotions. This is exactly what will happen if the proposal to fix 1-1-1976 as the relevant date for determining seniority is accepted. This, in their view, will have the effect not only of protecting the position occupied by officers on 1-1-1976 but would also confer seniority so as to entitle them to future promotions. This is particularly inequitable because the officers whose interests are thus protected are the very same officers who have already got accelerated promotions in Group I compared to their counterparts in Groups II and III. The two members representing Groups II and III do not thus agree with the suggestion of the Chairman for combining seniority as on 1-1-1976, as this would, in their view, completely overlook the comparative seniority of the officers in the various groups and will operate substantially to the benefit of senior officers in Group I.

4.14           The two members have observed that they are well aware of the fact that in a matter like this, extreme positions should not be taken up, but an attitude of compromise has to be adopted.

In this connexion, the two members have pointed out that when the Committee discussed these questions with the officers of the Bank, it was repeatedly urged at all the offices of the Bank (visited by the Committee) by officers belonging to Groups II and III and some officers from Group I that the best way of deciding the question of seniority would be to take the date of entry in Grade 'B' (i.e. the stage of becoming an officer) as the determining factor and arrange the seniority of all officers accordingly as this would eliminate all advantages and disadvantages at intermediate stages and would not raise any problems. This, it has been conceded, is an ideal solution. In fact, in the past the Bank has taken the date of confirmation in Grade 'B' as the basis for determining seniority between officers belonging to different Groups. On the other hand, a large section of officers in Group I interviewed by the Committee urged that we should forget the past and determine seniority with reference to as recent a date as possible, i.e. 1-1-1976. The two members are of the view that both these are extreme positions

and the attempt should be to decide on a practicable date. This date, in their view, should be 1-1-1970 because it will not confer disproportional benefits either on officers in Group I or the officers belonging to Groups II and III.

4.15 In the above context, the two members have referred to the statement of the Chairman in paragraph 4.10 above that over a period of 20 years from 1955, the number of posts sanctioned was far larger in Groups II and III than in Group I with the result that Group I which was the largest of all the three Groups in 1955 became by 1975 the smallest in so far as officers in Grades 'B' and above are concerned. It is claimed that a substantial portion of the benefits of these expansion posts had accrued to the officers within the same group. In order to correctly appreciate the validity of the above statements a reference to Annexure II would be helpful. A summary of this Annexure is given below:

Year	Group I			Group II		
	Senior Officers (i.e. grades D, E & F) (1)	Junior Officers (i.e. grades C & B) (2)	Percentage of (1) to (2) (2)	Senior Officers (i.e. grades D, E & F) (3)	Junior Officers (i.e. grades C & B) (4)	Percentage of (3) to (4) (4)
1955	18	86	21	15	74	22
1960	27	116	23	18	155	12
1965	36	176	20	27	250	11
1970	54	252	21	39	321	12
1975	73	323	23	56	440	13

Group III		
Senior Officers (i.e. grades D, E & F) (5)	Junior Officers (i.e. grades C & B) (6)	Percentage of (5) to (6) (6)
4	42	10
5	65	8
11	125	9
38	356	11
67	485	14

It will be seen that the number of posts of senior officers has been the highest in Group I throughout, with the smallest base of junior officers. The proportion of senior officers has also been the highest all along in Group I. It cannot also be said that the benefits of the larger base of Junior Officers in Groups II and

III went exclusively to officers in these Groups. A sizeable number of the additional posts/promotions in these two Groups accrued to persons from other Groups, who had been selected earlier as probationary assistants/junior officers Grade II and placed in Groups II and III. Further, staff from other groups were inducted into Groups II and III at Staff Officers Grade 'B' level in open selection and under the optee scheme. Of course, as from 1970, the promotions to Grade 'B', is on the basis of combined seniority of officers in all Groups and as from that date the benefit of the larger base of Junior Officers in Groups II and III have been neutralized. On the other hand, there was no corresponding flow from Groups II and III to Group I either at the junior officers level or at the senior officers level. The benefit of the larger accretion of senior officers' posts in Group I during the last twenty years went exclusively to the officers in that Group. The two members representing Groups II and III are, therefore, unable to agree with the argument that the number of posts sanctioned over a period of 20 years from 1955 was far larger in

Groups II and III and that a substantial portion of the benefits of these expansion posts had accrued to the officers in the same group. Unlike the position in Group I where no posts were accessible to officers of other Groups, a large number of posts in Groups II and III were thrown open to all officers of the Bank and the posts were filled through a process of selection. It would be unfair to these selectee officers if the position thus gained by them by establishing their merit in open selections is set at naught by choosing a date which would make their juniors who did not face these selections or were found unsuitable to rank senior to the selectees. This would be the inevitable consequence of determining seniority as on 1-1-1976.

4.16 One of the reasons which has weighed with the Chairman in recommending 1-1-1976 as the date for determining seniority is that the swing of quicker promotions in all the grades, particularly in the higher grades was entirely in favour of officers in Groups II and III prior to 1970 whereas from 1970 (or even from 1965) onwards the swing has been in favour of officers in Group I

who have benefitted more by way of quicker confirmations. "The benefits which accrued to the two sets of officers, namely officers in Groups II and III on the one hand and officers in Group I on the other could be deemed to have been equated to each other". For this reason the Chairman feels that "adoption of 1st January 1976 which is a recent date would be more appropriate than any far back date". According to the two members, there has been no point of time when Groups II and III have had any advantage of quicker promotions. Apart from the fact that promotional opportunities have all along been more in Group I even the comparatively less promotional opportunities in Groups II and III were not fully available to the officers of these Groups as a number of posts at all levels in these Groups was thrown open to all Groups as "expansion vacancies". In fact, according to them, the advantages, ever since the creation of separate seniority groups in 1950, has been with Group I. This can be clearly demonstrated if we take comparable examples. The Bank had recruited officers in Grade A (then called Probationary



Assistants) for Group II in 1949. Again, in 1950, the Bank recruited such officers and allotted them to Groups I and II. A comparison of the position of these officers shows that as on 1-1-1976 none of the officers recruited for Group II in 1949 has reached F grade and all of them are either in D or E grade whereas in Group I quite a few of those recruited even a year later are in F grade. The position of those who joined Group II in 1950 as Junior Officers is far worse. In fact, of the several officers recruited as B grade officers in Group II in 1950 (and 3 of them are still in service), only one has been able to reach F grade. Thus, officers recruited in A grade in Group I in 1950 are in a better position than those recruited in B grade at the same time in Group II. Briefly the position can be summarised as under:

Year of selection/ recruitment as Prob. Assistant	No. of persons in		Position as on 1-1-1976	
	Group I	Group II	Group I	Group II
1950	9	13	F - 3 E - 4 D - 2 <u>9</u>	- 1 12 <u>13</u>
1957	5	3	D - 5 C - - <u>5</u>	- 3 <u>3</u>
1958	2	2	D - 2 C - - <u>2</u>	- 2 <u>2</u>

Thus, while officers recruited to Grade A for Group I in 1958 were already in Grade 'D' as on 1-1-1976, the officers recruited to Grade 'A' for Group II in 1958 were still in Grade 'C' on that date. The fixing of 1-1-1976 as the date for determining combined seniority would make many of the officers recruited in Grade 'A' for Group I senior to several officers recruited in Grade/A for Group II much earlier. A similar comparison can be made from the following table which shows the comparative

position occupied by the same set of officers in Grade 'C' and above, in Groups I, II and III as on the 1st January 1970 (the date suggested by the two members) and 1st January 1976 (the date suggested by the Chairman).

Number as on 1-1-1970 (1)	Present position (i.e. on 1-1-1976) of the officers in column (1) (2)				
<u>Grade 'D'</u>	<u>F</u>	<u>E</u>	<u>D</u>	<u>C</u>	<u>B</u>
Group I 18	8	10	-	-	-
Group II 22	5	10	7	-	-
Group III 20	-	17	3	-	-
<u>Grade 'C'</u>					
Group I 46	-	5	41	-	-
Group II 46	-	-	46	-	-
Group III 60	-	-	48	12	-
<u>Grade 'B'</u>					
Group I 140	-	-	19	64	57
Group II 169	-	-	4	110	55
Group III 187	-	-	-	102	85

This table will indicate the comparatively rapid promotion which the officers in Group I had over the period. It has been made clear in this

connection by the two members that it is not as if the officers in Group I made only good their position which they had lost vis-a-vis what the officers in Group II and III gained in earlier years. For example, if the position of the set of officers in Grade 'D' mentioned above is analysed it would be seen that the concerned officers in Grade 'D' in Groups II and III were, by and large, comparatively senior to their counterparts in Group I, even when their length of service in the lower grades, vis., Grades 'C' and 'B' is taken into account. Taking 1-1-1976 as the date of combined seniority would only mean perpetuation of the advantages gained by rapid promotion by officers in Group I, denying the officers in Groups II and III even the normal promotions which would accrue to them in their own Departments on the basis of the existing groups.

The members representing Groups II and III have thus come to the conclusion that there is no question of 'equating of benefits' if 1-1-1976 is adopted as the relevant date for

fixing seniority. On the contrary, such a step, according to them, will not only perpetuate existing benefits, but will also ensure further benefits to senior officers of Group I who have already gained very much more compared to their counterparts in other Groups. As against this, it has been urged by the two members that if we combine seniority on 1-1-1970, while there may be slight improvement in the position of seniority of some of the officers in Groups II and III, the position of seniority of these officers recruited in Group I in 1950 or later will continue to be better than of those recruited in Group II in 1949 and better still than those who joined Groups II and III simultaneously. It is in this context that they have said that the date 1-1-1970 suggested for determining seniority is a compromise date for, even on this basis, a fair section of officers in Group I, but not all of them, will continue to retain the advantage they have gained over the officers in Groups II and III.

4.17 In paragraph 4.10(b), mention is made of the rights acquired by officers under Regulation

28 of the R.B.I. Staff Regulation. It is submitted that, while this can be construed as giving a right to continuance in the post occupied prior to 1-1-1976, it cannot be said to confer any automatic claim or right to promotion to higher grades. In fact, the bank has changed the basis of determining the seniority and also the seniority of officers in Grade A in respect of persons who were in that grade even prior to 1-1-1970. The stipulation regarding provisional character of promotions, etc. after 31st December 1975 has only limited practical significance. There would be only a relatively limited number of officers who have been promoted after 31st December 1975 and who would thus be governed by these stipulations. In any scheme of combining seniority, not only those officers promoted after 31st December 1975 but also those promoted prior to the 1st January 1976 would be affected. These latter category of officers are not governed by these stipulations and hence it cannot be said that because these stipulations came into force from 1st January 1976, the seniority needs to be combined.

only from that date. Further, whatever scheme of seniority is drawn up and to whatever date it may relate, officers cannot be prevented from going to Courts of Law to challenge the Bank's decisions. The decision to combine seniority on any particular date should not be influenced by threats, expressed or implied, of challenges in Court. Several decisions of the Bank, including those on questions of seniority, have been challenged in the past and some of these issues are still pending before Courts but that has not deterred the Bank from implementing those decisions.

4.18 Further, officers getting quicker promotions to higher grades in Group I under the existing group systems in their own group, although junior to their counterparts in other groups, is a situation which the seniors in Groups II and III are already facing. But it will be extremely unfair if these officers have to work under their erstwhile juniors in the same Department. This will largely be the case if seniority is combined as on 1-1-1976 and will affect the morale and efficiency of the affected officers adversely.

It has also to be noted that the Bank has already combined the seniority of officers in Grade 'A' as on 1-1-1970 (and of officers promoted to Grade 'B' after that date) on the basis of the total length of service in Grade 'A', including officiating service of short spells, both for confirmed and officiating officers. This principle has also been recommended by our Committee for combining the seniority of officers in Grade 'C' and above not only because it is logical but also because it will secure uniformity. The two members firmly believe that it was the intention of the Bank in setting up this Committee that it should devise a scheme for combining seniority of officers in Grade 'C' and above in a manner which takes into account the comparative inter-group seniority of the officers. They have urged that if seniority is to be combined on the basis of the existing position of the officers as on 1-1-1976, the Committee will not be taking adequate note of its terms of reference, but will merely be recommending a course of action which could have been done without the appointment of a Committee.



The logical outcome of the argument that if seniority is combined on any date other than 1-1-1976, such a scheme would have greater chances of being challenged in a Court of Law and, therefore, unacceptable will be that the Committee is left with no choice in the matter and will have necessarily to recommend 1.1.1976. Obviously, such an argument cannot be accepted. The two members strongly feel that so long as it is ensured that the scheme is just and fair we should not be afraid of challenges in a Court of Law.

4.19 It has been argued that a far back date such as 1.1.1970 will have the disadvantage of having to rewrite the record of each officer for the past 6 years. This is a very exaggerated view. The two members do not foresee any major difficulty in combining seniority on 1.1.1970 because the secretariat of our Committee has already compiled a tentative list on this basis. They have observed in this context that the Bank has taken up the task of combining seniority of officers in Grade 'A' with reference to 1.1.1970. The number of such officers is much larger than

those in all the other grades put together. If the Bank can tackle the problem of such a large number of officers and combine the seniority with reference to a back date there is no point in arguing that this cannot be done in the case of a much smaller number of officers.

4.20 The two members have next referred to the recommendation of C.R.C. that mobility and inter-changeability may be introduced in respect of grades A and B within a period of three years from the date of acceptance of its recommendations and in respect of Grade C within a period of five years from such date. This recommendation in their opinion may apply mutatis mutandis to higher grades i.e. Grade D and above.

The Bank introduced combined seniority as on 1.1.1970 for officers in Grade A as on that date and have regularised promotions to Grade B which have taken place after that date on the basis of the combined list. The Bank has also taken up the question of combining seniority of officers in Grade 'B' promoted to that grade prior to 1.1.1970 on the same basis as in the case of officers in Grade A. Thus it can safely

be presumed that the intention was to consider the seniority of A and B grade officers with reference to 1.1.1970 as recommended by C.R.C. The two members have mentioned this since some of the officers in Grade 'C' and some even in Grade 'D' as on 1.1.1976 were officers in Grade 'B' as on 1.1.1970. Another factor which has to be taken note of is that these are the officers who have quite a long period of service ahead of them. Any recommendation which our Committee makes should take into account the legitimate aspirations of these young officers who are the future senior executives of this Bank. In this context, they strongly feel that by combining seniority as on 1.1.1976 and not on 1.1.1970 we would be ignoring the legitimate interests of a large number of young officers in Grade 'C', in particular. Had the seniority of officers in Grade 'B' promoted before 1.1.1970 been combined simultaneously with those promoted to that Grade after 1.1.1970, the position of these officers (including those now occupying positions in 'C' or 'D' grades) would have been far different from the position in the combined seniority now

contemplated by the Chairman. Combining seniority as on 1.1.1970 for all officers would, apart from ensuring uniformity, give no room for any wide variations.

4.21 They have also referred to the strong feelings voiced by the staff in Groups II and III that the process of combining seniority has been done by such stages as to make it favourable to one particular Group viz. Group I. While they feel that there could not have been any such intention, the fact remains that the net result of the exercises done so far has been largely in favour of Group I. By combining seniority of officers in Grade 'A' as on 1.1.1970 the largest section of staff no doubt benefited, but they belonged to Group I. The balance of advantage in so far as officers in Grade 'B' and above are concerned has also been in favour of Group I. The delay in the preparation of a combined seniority list of officers who were in Grade 'B' as on 1.1.1970, as recommended by C.R.C. has again been operating to the advantage of Group I. Combining seniority as on 1.1.1976 would, apart from not doing justice to officers in Groups II

and III, in the ultimate analysis would mean that the whole scheme of combining seniority will go largely in favour of staff in Group I. The two members are, therefore, of the view that seniority of officers in all grades i.e. 'A', 'B', 'C', 'D', 'E' and 'F' should be combined on one single date i.e. 1.1.1970. If seniority is combined as on 1st January 1970 as envisaged by them, the result would be that 10 officers in Grade 'E' on 1st January 1976 should be in Grade 'F', 34 officers in Grade 'D' should be in Grade 'E' and 45 officers in Grade 'C' should be in Grade 'D' (all these officers belong to Groups II and III). This will not only show the extent of imbalance in these two groups vis-a-vis Group I but would also mean, if seniority is combined as on 1.1.1976, that these 89 officers will rank junior for all time to come to their counterparts in Group I who were their juniors even prior to 1970.

4.22 For the various reasons mentioned above, the two members representing Groups II and III have strongly recommended that

- (i) The seniority of the officers may be combined as on 1.1.1970.
- (ii) The officers may continue to be in the grade they occupied as on 1.1.1976, but their further promotions to the higher grades will depend on their seniority on the basis of the combined seniority as on 1.1.1970.
- (iii) The position of officers who ought to have been in a grade higher than what they were occupying on 1.1.1976 may be regularised on the basis of the vacancies occurring after that date.
- (iv) All promotions after 31.12.1975 may be made/regularised on the basis of the seniority list prepared on the basis as indicated above.

4.23 They have recommended that those officers who are found, on the basis of combined seniority as on 1.1.1970, senior to some who may be working in higher grades, may be promoted to the concerned higher grade only against future vacancies. Thus, in course of time, all those who would be senior would be absorbed in higher grades. However, they

have added that most of the officers who have been denied promotions because of separate seniority lists, belong to Groups II and III. In order to ensure justice to these officers, they have urged that the posts held by these officers may be temporarily upgraded. In this temporary upgradation, while the total number of posts in Grade 'C' to 'F' will remain the same, the strength in each grade will temporarily vary. There are about 89 such officers whose posts may need to be upgraded. The financial burden of such an upgradation would be insignificant as the total additional expenditure to the bank would be only Rs.75,000 per month. This marginal increase in expenditure would satisfy most of those who have been denied promotional opportunities, without in any way affecting those in Group I who have already got their promotions earlier. The only argument which may be put forward against this suggestion is that upgradation of such a number of posts may not be functionally justified. All that the two members should like to mention in this context is that in the peculiar circumstances of the case when a much needed

reform has to be brought, such arguments lose their force, particularly when it is remembered that the total expenditure involved would be only about Rs.75,000/- per month and also considering the amount of goodwill which such a measure will generate among the officers who have put in long years of service in the Bank.

4.24 In view of these opposite views, the Committee members agreed to differ on this issue and decided to place their respective points of views (as indicated above) leaving it to the Bank to take an appropriate decision. The Committee regrets that all its efforts to bring about unanimity on the material date with reference to which the combined seniority is to be determined, did not bear fruit in spite of prolonged discussions. This explains to a considerable extent the delay in the submission of the Report.

4.25 The Committee recommends that soon after the common seniority lists are drawn up on the basis decided by the Bank, measures should be initiated for regularising provisional appointments in Grade 'C' and above made since 1st January 1976



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on the basis thereof, and future promotions made on the basis of the common seniority lists. However, where this involves transfer of officers from one Group to another, it should be done in a phased and gradual manner so that operational efficiency is not affected.

Measures for introduction of  
Common Seniority and Inter-  
Group Mobility  
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5.1 Once the combined seniority lists for the officers in the various grades are drawn up, the need for movement of officers between the different groups will naturally arise. The movement of the officers has to be arranged in such a way that the smooth working of the Bank is not impaired in any way and the specialisation built up in the Bank is retained.

5.2 The movement of officers from one group to another should be only gradual. Each group has its own specialisation and at senior levels ('D' and above) where the number of posts is very limited particularly at branch offices of the Bank, movement of even one officer and his replacement by an officer from another group may pose problems. It is, therefore, suggested that placement of officers should receive the highest consideration.

5.3 In dealing with the officers who are to be promoted and in deciding who should be posted to which group, all factors should be taken into account, for instance, the age of the officer, his previous background, his overall efficiency, the responsibility attached to his post. In the postings of officers, persons who have to retire within 3 to 4 years of service in the Bank may be ordinarily left undisturbed. This is necessary because it may not be worthwhile to train them in other departments as the Bank would not be able to take full advantage of this training and the officers concerned may be more useful in their own departments. It is not being suggested that such officers should be denied the benefit of promotions. The idea is that as far as possible these officers may be retained in their respective departments and younger people moved out. Care should be taken that an officer in grade 'C' and above, when posted to a particular group, should ordinarily be allowed to continue in that group for a reasonable length of time. Frequent movement of officers from one group

to another should be avoided as this may not be conducive to efficient functioning of the departments.

5.4 We attach very great importance to the placement of officers after the introduction of common seniority. The success of the whole scheme of combined seniority would depend on the manner in which postings and transfer of officers from one group to another are handled. Greatest co-ordination in these matters between the different groups must be brought about. We therefore propose that all transfers and postings from one group to another for officers in grades 'C' and above should be looked after by a senior level committee of Chief Manager, Chief Officer, D.B.O.D. and Chief Officer, A.C.D. and the Chief Officer (Administration Group I) recommended by us.

Training Programmes for Officers  
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6.1 Our Committee has to suggest a suitable training programme or programmes incorporating appropriate appraisal measures, for the officers in Grades 'A' and 'B' who are already covered by the common seniority scheme and are likely to be posted to other departments so that they are properly equipped to discharge their duties in the new department. The Committee is also required to suggest a suitable training programme or programmes including an appropriate re-appraisal system for officers in higher grades, who may be posted to other departments consequent to the introduction of combined seniority and inter-group mobility.

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6.2 The Committee has examined this aspect at some length and has observed that the following training programmes are presently conducted by the Bank for Officers in grades 'A' and 'B'

- (a) Staff Officers Development Programme
- (b) Inspecting Officers Programme
- (c) Credit Management Programme
- (d) Foreign Exchange Programme
- (e) Inter-mobility Course

6.3 The above courses aim at (a) improving the perspectives and supervisory skills of the participants by understanding the principles and practices of management and behavioural sciences, (b) imparting knowledge on sound banking practices, statutory provisions, etc. (c) giving the participants an outline of the modern techniques of term lending and working capital management and (4) explaining to them the various aspects of foreign trade, foreign exchange operations, Exchange Control Regulations, etc. and (e) affording an opportunity to understand the working of all the groups to those who have not worked in them. While the programme at (a) is generally information oriented, the other four programmes are of a functional nature. Some Officers in Grade 'B' are also deputed to the 'Central Banking Courses' (ordinarily meant for Grade 'C' Officers) to acquaint the participants with the latest developments in the economic environment and help them to appreciate the functions and working of the Central Bank in the context of economic developments.

6.4 The representatives of various departments whose views were ascertained by the Committee as to the adequacy of these training courses and also of the Officers who had actually undergone training have been of the view that these courses are playing a very useful role in their functional operations and the management of human resources in the Bank. As the teaching is largely by lectures, it helps the officers in getting more theoretical knowledge and is providing all the basic knowledge that is essential for doing the work efficiently. There is, however, greater need for continuous training in view of the challenging and varying tasks that are entrusted to the Bank. The Training Section/ Training Colleges of the Bank already keep this in view and revise the course contents/introduce new courses to cater to the changing needs from time to time. Our Committee is, therefore, of the view that no changes are necessary at present in the existing training facilities and the institutional courses as listed above which are available to the Officers in Grades A and B.

6.5 While these training facilities have been extremely useful in imparting theoretical knowledge, they have not equipped the Officers fully in their day-to-day work in the new departments to which they are posted. Although Central Office have authorised the specialised departments to provide on-the-job training for 6 to 8 weeks, in addition to the institutional courses to Officers who are newly posted to their departments, even this practical training is not considered to be adequate. In fact, the Heads of the departments whom the Committee met have expressed the view that longer on-the-job training is very necessary for the Officers to enable them to discharge their duties efficiently. The Staff Officers Association has also stressed the need for imparting on-the-job training to those who are promoted to Grade 'B' and posted to a new department. Our Committee recommends that in the case of newly promoted officers in Grades A and B who are posted to a Group other than their own, on-the-job training should be given for a period of 3 to 6 months before they are asked to take up duties relating to a post independently. As far as possible,



the on-the-job training should be given in continuation of the Mobility Training Course attended by an Officer. A systematic training programme should be drawn by each department for this purpose. This should consist of a quick round of the various important sections in the new department followed by an intensive understudy of the section/desk in which the officer has to be initially posted. During the training period, the officer may be treated as supernumerary to the sanctioned strength and for this purpose sufficient number of training reserve posts may be sanctioned in each grade to the different departments as recommended in paragraph 6.9 below. This recommendation also applies to those officers who are transferred from the specialised departments to the operational departments on the general side. In the Agricultural Credit Department, a suitable training programme on the lines recommended above is already in operation. The same may be adopted by other departments with suitable modifications wherever considered necessary.

6.6 It is not possible to lay down any uniform duration for the on-the-job training required for more senior officers say, confirmed Staff Officers in Grades 'B' and 'C' in view of the varying nature of the work in different departments. However, considering that all the Officers concerned have completed a number of years service in the Bank and have been theoretically well equipped, the on-the-job training may be for 3 to 4 months including the period of under-study of inspections in the case of those Officers from Group I who are posted to DBOD and ACD, and to 6 weeks in the case of Officers of Groups II and III who are posted to a department in Group I.

6.7 As regards the training programme for Officers in higher grades i.e. 'D', 'E' & 'F' who may be posted to other departments consequent to introduction of combined seniority and inter-group mobility the Committee is of the view that it is not necessary to impart any detailed on-the-job training in the new department as all of them are comparatively senior persons who have been occupying responsible positions in the Bank for quite sometime. These Officers are usually required to attend

(a) Central Banking Course

(b) Central Banking (Advance) Course.

While these courses have proved useful, it is felt that it will be necessary to arrange for a policy orientation programme, encompassing the functioning of the Bank as a whole, for the Officers in Grade 'D' and above. Such a course should aim at acquainting the participants with the broad policies and procedures and specialised aspects which are followed in the different departments. It may so happen that an Officer of a particular group needs no 'policy orientation' training in the work of his own department. However, in view of the difficulties that will arise in making the needed forecasts and in splitting the programmes the only alternative is to train all the Officers who are in Grade 'D' and above. Considering that all the Officers will have some experience of the general working of the Bank, the course may be limited to a period of four weeks. It should be ensured that the trainees are deputed strictly on the basis of seniority and on completion of training, they are, as far as possible, posted to a group other than the group to which they belong. In selecting the trainees, those who are above 55 years in age may be omitted as they are not likely to be transferred on promotion.

6.8 The CRC had examined the question of training facilities to the Officer staff and had recommended that a prerequisite for a successful training is for each department to prepare a job profile for each of their sections and identify the skill and knowledge required for the various level of Officers. We recommend the preparation of job profiles by every department for the benefit of the trainees. For doing this work on a scientific and uniform basis, the Management Services Division may be requested to prepare detailed guidelines for the departments. Built-in arrangements should also be prescribed for keeping the profiles up-to-date.

6.9 Central Office have already authorised the offices to fill up vacancies caused by deputation of officers for attending the training courses. It has been represented by the departmental heads that it is not possible to impart the on-the-job training within the sanctioned strength. In the Agricultural Credit Department, the on-the-job training is being provided at the cost of normal work. Our Committee feels training reserve posts are necessary and

therefore recommends sanction of training reserve posts in Grades 'A' and 'B' for providing on-the-job training up to 10 per cent of the sanctioned strength so that the training programmes can be implemented successfully. We also recommend that every department should designate a fairly Senior Officer (not below the rank of an Officer in Grade 'C') as Officer Tutor to guide the trainees and to generally supervise the training arrangements. Similar Officer Tutors should be appointed at each office with a view to co-ordinate and supervise the work there. It may also be ensured that the Officers under training are not transferred during the period of training and on completion of the training they should remain in the department where they have received training at least for a period of three years unless in the meanwhile, their transfer is necessitated by their promotion to a higher grade.

6.10 The Committee also recommends that a Standing Committee may be formed under the Manager (Training) to co-ordinate and guide the detailed implementation of the job training programme. Besides the Manager (Training) the Committee may consist of the representatives of the various groups and an Officer from the Staff Section.

VII

Schemes for inter-group mobility of  
Officers in Grades 'A' and 'B' introduced  
by the Bank - Review of Progress

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7.1 The terms of reference require our Committee "to review the progress made so far in the introduction of combined seniority and inter-group mobility of officers in Grades 'A' and 'B' of the Bank and to suggest measures for expediting the process".

7.2 It will be recalled that, among other issues, the Cadre Review Committee was required to examine

- (a) the existing composition of the various cadres of Officers having due regard to the need to provide reasonable prospects of increments and of promotion and also to ensure such degree of interchangeability as administrative efficiency and the exigencies of the Bank's service demand;
- (b) the manner in which appointments were then made to posts in the cadres of Staff Officers Grades I and II (corresponding to Officers in Grades 'B' and 'A'), having due regard to the need for introducing from time to time a reasonable proportion of new blood by direct recruitment from the open market as well as from among personnel already in the service of the Bank; and

- (c) the policy including the ratio relating to promotion to the cadre of Staff Officers Grade I from Staff Officers Grade II (Direct Recruits) and Staff Officers Grade II promoted from Class III.

[Paragraph 1.13, pages 15/16 of the CRC Report\_]

7.3 Pending the CRC's recommendations on these issues and the Bank's decisions thereon, the Bank had decided that the then existing procedure regarding promotions, etc. should continue so that the Bank's work was not affected in the meanwhile. Certain steps were, however, taken to see that the time taken in this respect did not affect the interests of the Officers adversely. Thus, all promotions from Grade 'A' to Grade 'B' were allowed to be continued on the then existing group-seniority basis but all such promotions since 1st January 1970. were to be specifically made on a purely temporary and provisional basis without conferring any rights on the Officers concerned as to seniority or continuance in the higher grade. All such promotions were to be regularised in due course in accordance with the Bank's decision on the CRC's Report.

7.4 The CRC submitted its report in October 1972. The recommendations on the above issues, as contained in Chapters 12 and 13 of the Report, were broadly as under :

- (i) One third of the Officers in Grade 'B' may be recruited direct and the remaining two-thirds of the posts be filled by promotion from Grade 'A'.
- (ii) For filling up the vacancies by promotion, the Services Board may be requested to prepare each year a 'Select List' of Officers from the grade below on the basis of their confidential records of performance, interview and such other tests as the Board may think fit for the purpose. The names in the 'Select List' may be arranged in the order of seniority.
- (iii) Mobility and interchangeability may be brought about at the level of Officers in Grades 'A', 'B' and 'C' in suitable stages. Such mobility and interchangeability may be introduced in Grade 'A' and 'B' within a period of three years from the date of acceptance of the Committee's recommendations and in respect of Grade 'C' within a period of five years from such date.
- (iv) Common seniority lists should be drawn up as soon as possible in each Grade in which it was proposed to bring about mobility and interchangeability. Separate seniority lists should be drawn up for specialised groups such as Economists, Statisticians, Lawyers, Engineers and persons recruited for other specialised jobs who may be left out of the common seniority list.



- (v) The date of entry (either by promotion or direct recruitment) by the Officer in a grade in a continuous officiating capacity should be the basis for drawing up the common seniority list.
- (vi) In view of the fact that the ratio of 3 Promotees : 1 Direct Recruit for promotion to Grade 'B' which was then in existence, was introduced provisionally and subject to review with effect from 1st January 1970, the principle now proposed by the Committee be applied from the same date and all promotions to Grade 'B' made from 1st January 1970 be regularised on that basis.
- (vii) The recommendations may apply mutatis mutandis to the higher Grades i.e. Grade 'D' and above but the introduction of mobility and interchangeability at these levels was left to the Bank taking into consideration the exigencies of each situation.

k's deci-7.5      The CRC's recommendations regarding introduc-  
ns on  
's      tion of common seniority and mobility and interchange-  
ommenda-  
ns      ability in Grades were accepted by the Bank with some  
modifications and detailed instructions were issued  
in this respect vide Administration Circular No.15  
dated 22nd May 1974,. The scheme of arrangements  
broadly envisaged introduction of common seniority  
in respect of Officers who were in Grade 'A'  
(including those promoted to Grade 'B' on a provisional

basis since 1st January 1970) as on 1st January 1970, the others continuing to be covered by their group-wise seniority. To give effect to this arrangements, it was decided to prepare common seniority lists of all officers in Grade 'A' (including those promoted to Grade 'B' on a provisional basis since 1st January 1970) as on 1st January 1970 and regularise the provisional promotions to Grade 'B' therefrom on the basis of seniority-cum-suitability. For higher grades it was decided that the existing Group seniority system be allowed to continue for those appointed to Grade 'B' prior to 1st January 1970 or in the higher grades and get thinned out with the passage of time. It was also decided to have 'Swap' transfers of officers in Grade 'C' between the Groups and, after sometime, of Officers in Grade 'D' on a trial basis to see how far the inter-mobility was practicable in these grades without impairing the operational efficiency.

7.6 The Combined Seniority Scheme as detailed in the Administration Circular referred to in the preceding paragraph covered more than 3,000 officers in Grade 'A' and 'B' (as on 1st July 1974) including

normal promotees, optees, selectees, etc. and merging of their seniority and regularising the appointments in Grade 'B' made on a provisional basis since 1-1-1970 on the basis thereof, was a highly complex and time-consuming job. With a view to causing least dislocation in the office efficiency and avoiding any large scale reversions of the provisional appointees in Grade 'B' who were comparatively junior in the combined seniority list but had been officiating on a provisional basis for quite sometime, the process of regularisation had to be only gradual and in stages. To this end a phased programme was drawn up as under :

Phase I:

Preparation of separate all-India combined seniority lists of

- (i) all promotee Officers in Grade 'A' confirmed prior to 1st January 1970 on the basis of their total length of service in Grade 'A' (List I) subject to maintenance of their inter-se seniority ;
- and
- (ii) all Direct Recruits in Grade 'A' appointed/selected prior to 1st January 1970, on the basis of the ranking accorded to them by the Selection Board, subject to subsequent supersessions, if any (List II).

Phase II :

- (i) On the basis of the above lists preparation of separate all-India Combined Seniority Lists of Promotees and Direct Recruits who were officiating in Grade 'B' (including those who were found suitable for promotion by the Services Board under the 'Select List' Scheme) after taking into account the supersessions, etc. at the time of their promotion; and from the same,
- (ii) Preparation of a Combined Seniority List of Officers in Grade 'B' (from the above lists) by merging them in the ratio of 3 Promotees : 1 Direct Recruit, the position of the selectee being suitably incorporated in this list as detailed in paragraph 3 of Administration Circular No.15 dated 22nd May 1974.

Phase III :

Preparation of the Combined Seniority List of Promotees and Direct Recruits in Grade 'A' confirmed/selected after 1st January 1970 (List III) in two parts, as under :

- (i) Those appointed to Grade 'A' prior to 1st September 1971 i.e. the date upto which the clerical etc. employees attached to various departments in the same office had separate seniorities; and
- (ii) Those appointed to Grade 'A' from 1st September 1971 onwards.

Phase IV

Preparation of the seniority lists of Officers in Grade 'A' attached to the Cash Department (Assistant Treasurers/Deputy Treasurers) and in Grade 'B' attached to the specialised Departments, e.g. Economic Department, technical personnel, etc. who had been kept out of the Combined Seniority Lists referred to above.

7.7 Apart from the fact that the common seniority and inter-departmental mobility were to be introduced slowly so as to minimise dislocation in the Bank's work, the Scheme encountered various handicaps from time to time. Soon after the issue of Administration Circular No.15 dated 22nd May 1974, the Staff Officers' Association represented against almost every decision contained in the circular and sought negotiations with the Bank on the same. Considerable time was taken in these discussions and arriving at the final view. The Scheme was also challenged on different grounds under 3 writ petitions filed by our Officers at Delhi and Karnataka High Courts. The writ petitions (excepting the writ petition filed in the Karnataka High Court which has since been dismissed) are still pending, but the Delhi High Court has allowed the Bank to proceed with the Scheme subject to its final orders. There

were also a large number of individual and joint representations from the Officers particularly against the basis adopted for the merger of seniority viz., length of service in Grade 'A' subject to inter-se seniority in the respective office/department/zone. The Officers' Association had also taken up the various issues in this connection which had to be suitably examined and dealt with. Besides, certain Officers in Grade 'B' who were earlier advised not to go for selection against expansion posts represented against their seniority placements and their positions had to be revised after a good deal of deliberations, including a reference to the Reserve Bank of India Services Board.

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7.8 The Combined Seniority Lists of Officers confirmed/directly recruited in Grade 'A' prior to 1st January 1970 (Lists I and II) as contemplated in Phase I has since been finalised after considering the representations/objections etc. of the Officers concerned. The Combined Seniority Lists of Grade 'B' Officers as contemplated in Phase II above have also since been prepared and circulated amongst the Officers for objections etc. The Combined Seniority

List of Promotees and Direct Recruits in Grade 'A' confirmed/selected after 1st January 1970 and upto 1st September 1971 (List No.III-Part I) as contemplated in Phase III has also been finalised after considering the representations/objections received in this behalf. A supplemental List (List No.III - Part II) of Grade 'A' Officers, appointed after 1st September 1971 has since been prepared and notified for objections etc. This list is expected to be finalised after the representations have been considered. As regards Phase IV of the work, the Bank decided that out of the various categories of Grade 'A'/'B' Officers kept out of the Combined Seniority List, separate seniority lists need be prepared of only in respect of the Assistant Treasurers and Deputy Treasurers (in Grade 'A' attached to the Cash Department) and Research Officers (in Grade 'B' attached to Research Departments) the seniority lists of other specialised officers being already available. The list of Assistant Treasurers/Deputy Treasurers has since been notified for examination by the Officers concerned and submission of objections if any. Simultaneously, a scheme has been worked out in consultation with the Staff

Officers Association and the Services Board for selection of the qualified Assistant Treasurers/ Deputy Treasurers for promotion to Grade 'B' posts in the main stream of Grade 'B' Officers. The work in connection with preparation of seniority list of Research Officers has also been taken up. Thus, the work indicated in Phase I to IV is more or less progressing satisfactorily.

7.9 Action has also been taken in respect of the following items of work as a further phase in the course of introduction of Combined Seniority

- (a) A select list procedure has been drawn up and finalised in consultation with the Reserve Bank of India Services Board for promotion of Grade 'A' Officers to Grade 'B'. On this basis the Services Board had last time prepared, a 'Select List' containing the names of more than 200 officers considered suitable for promotion. The list has been utilised for meeting the fresh requirements of the Grade 'B' officers and regularising the existing provisional appointments in Grade 'B' to the extent possible. The Board has since taken up preparation of the second 'Select List' to be operated after the first list is exhausted.



- (b) Pending finalisation of the Grade 'B' List, the Bank has confirmed about 180 officiating officers in Grade 'B' with more than 4 years officiating service and 63 selectees in Grade 'B' on completion of 2 years service as on 1-4-1975 on an ad hoc basis without any right as to seniority.
- (c) A separate 'Select List' procedure has been drawn up for normal promotions to the posts of Research Officers (in Grade 'B') in the Economic Department and Department of Statistics, in consultation with the Departments concerned and the Reserve Bank of India Services Board. The Services Board has since taken up the preparation of a specialised panel under this scheme.
- (d) A separate scheme has been drawn up for the transfer of the Private Secretaries and Treasurers in Grade 'B' in the main stream of the Grade 'B' officers.

7.10 We understand that efforts are being made to introduce common seniority and inter mobility in grades 'A' and 'B' with the least dislocation in the working of the various departments and causing the minimum number of reversions.

7.11 The Cadre Review Committee had recommended vide paragraph 5(4) above that mobility and interchangeability should be introduced in Grades 'A' and 'B' within a period of three years from the date of acceptance of the Committee's recommendations.

The Bank has, however, introduced common seniority only in respect of Officers who are in Grade 'A' as on 1-1-1970. In respect of 'B' Grade Officers, the existing Group Seniority System was allowed to continue.

However, it was subsequently decided by the Bank to evolve a scheme for introducing common seniority and inter-group mobility even among officers promoted/appointed to Grade 'B' prior to 1-1-1970. A detailed scheme was drawn up for the purpose but as the present Committee was set up in the meanwhile to examine the question of introducing common seniority in higher grades, it was decided to hold over the scheme till the Committee's recommendations were available so that a uniform system could be followed in this respect.

7.12 Introduction of any scheme of inter-mobility is a complicated task. The progress made in this behalf so far has been satisfactory. In this context, we would like to emphasise that in bringing about mobility in the higher grades, the Bank would be well advised to keep in view the fact that mobility can be successfully introduced without dislocating operational efficiency only if it is introduced on a selective basis

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and in a gradual and phased manner, say over a period of two or three years. Frequent movement of the same Officer from department to department should be avoided.

VIII

Department of Administration  
and Personnel - Re-organisation

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8.1 The All-India Reserve Bank Officers Association and the Officers in Groups II and III have represented before the Committee that Group I has an added advantage in matters relating to personnel because the Department of Administration and Personnel (DAP) which deals with the policy and decision-making processes connected with the careers of Officers belonging to all the Groups, is a part of Group I. They have, therefore, suggested that DAP should be separated from Group I and should be manned by Officers from all the Groups.

8.2 The same question was examined by the CRC and they had finally recommended that DAP should be (i) accessible to all persons in the Bank and (ii) manned by persons with specialised qualifications and experience (vide paragraph 13.5 - page 353 of their Report).

8.3 It is observed that DAP consists of the following main wings :

- (i) Recruitment Section;
- (ii) Personnel Relations Section;
- (iii) Staff Section;
- (iv) Training Section;
- (v) Management Services Division.

8.4 Of the above, the Recruitment and Personnel Relations Sections do not deal with matters pertaining to individual Officers or Departments. Next as regards Personnel Relations Section, it acts under the broad policies laid down by the Bank in relation to employees' Unions/Associations, etc. wage negotiations, provision of amenities, etc. Similarly, the Training Section and Management Services Division have their specialised developmental functions relating to training or manpower planning, etc.

8.5 The key section so far as the Committee is concerned is the Staff Section which handles matters relating to individual Officers/Staff. There has been a very strong feeling that the outlook of DAP is oriented in favour of Group I since the staff concerned is drawn from Group I. We would, therefore, urge in this connection that DAP should be manned by Officers drawn from all Groups.

We have the following further recommendations to make regarding DAP.

It is observed that the DAP does not only function as the control and coordination unit in respect of the personnel and administrative functions of the Bank as a whole but it also continues to function

as the Central Office for the Officers in Group I in respect of the various decentralised functions which have long been delegated to the Chief Officers of other Groups in respect of the staff attached to them. Group I functions of the Present DAP may therefore be segregated and entrusted to a separate wing under a sufficiently Senior Officer of the rank of Chief Officer so that he could independently handle administrative functions in respect of Group I staff in the same way as Chief Officers of Group II and III who attend to the administrative functions of the staff of their respective departments.

It is also observed that the DAP at present handles several functions in respect of the employees in Bombay, which are purely branch functions which are handled by the branches at other centres. To enable DAP to concentrate more on control and co-ordination functions and have appropriate benefit of the decentralisation and delegation of powers, it is necessary that the DAP in the Central Office is relieved of all such branch functions. In keeping with the practice followed at other centres, the work in connection with the recruitment of

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non-officer staff, allotment of residential quarters,  
administration of combined seniority in Class III and IV,  
etc. may be transferred to the Bombay Office.

Sd/-

(C.L.THAREJA)

Sd/-

(T.D.KATARA)

Sd/-

(P.N.KHANNA)

Sd/-

(K.MADHAVA DAS)

BOMBAY

14 December 1976

SUMMARY OF RECOMMENDATIONS



1. The Committee recommends that the total length of service of an officer in the existing grade including officiating periods of short spells, both for confirmed and officiating officers, should be the basis for refixing the seniority of the officers in the combined seniority list, with the proviso that the inter-se seniority of an officer in the same group should also get reflected in the Combined List of Officers in Grade 'C' and above.

(Para 4.8)

2. As regards the appropriate date for determining the seniority of each officer in the combined group, there has been no unanimous or a near-unanimous view among the members. While the Chairman and the member representing Group I (subject to his views in Annexure VI) are in favour of adoption of 1st January 1976, the members representing Groups II and III have recommended 1st January 1970 as the appropriate date for the purpose. The members have therefore left it to the Bank to take a decision on this issue.

(Paras 4.9, 4.22 & 4.23)

3. The Committee recommends that soon after the common seniority list is drawn up on the basis decided by the Bank, measures should be initiated for regularising the provisional appointments in Grade 'C' and above made since 1st January 1976 on the basis thereof, and future promotions made on the basis of the common seniority list. However, where this involves transfer of officers from one group to another, it should be done in a gradual and phased manner so that the operational efficiency is not affected.

(Para 4.25)

4. The Committee recommends that placement of officers, after the introduction of combined seniority, should be looked after by a senior level committee headed by the Chief Manager and comprising Chief Officers from Groups I, II and III so that smooth working of the Bank is not impaired.

(Para 5.4)

5. The Committee recommends that no changes are necessary in the existing training facilities and the institutional courses which are available

to the officers in Grades 'A' and 'B'. (Para 6.4)

6. The Committee recommends that in the case of the newly promoted Officers in Grades 'A' and 'B' who are posted to a Group other than their own, on-the-job training should be given for a period up to 3 to 6 months before they are asked to take up duties relating to a post independently. (Para 6.5)

7. The Committee does not recommend any uniform period for the on-the-job training required for more senior officers, say, confirmed staff officers in Grades 'B' and Staff Officers in Grade 'C', in view of the varying nature of the work in different departments. The on-the-job training may be restricted to 3 to 4 months in the case of those officers from Group I who are posted to Department of Banking Operations and Development and Agricultural Credit Department, and to 6 weeks in the case of officers of Groups II and III who are posted to a Department in Group I. (Para 6.6)

8. The Committee does not think it necessary to impart any detailed on-the-job training for officers in Grades 'D' and above. In their case, a policy orientation programme, encompassing the functioning of the Bank as a whole, may be arranged. Such a course may be limited to a period of 4 weeks. In selecting the trainees, those who are above 55 years of age may be omitted as they are not likely to be transferred on promotion.

(Para 6.7)

9. The Committee recommends preparation of job profiles as recommended by the C.R.C. for the benefit of trainees.

(Para 6.8)

10. The Committee recommends sanction of training reserve posts up to 10 per cent of the sanctioned strength in Grades 'A' and 'B' in all the three groups so that the training programme can be implemented successfully.

(Para 6.9)

11. The Committee recommends the constitution of a Standing Committee under the Manager (Training) for implementation of the training programmes.

(Para 6.10)

12. The Committee emphasises that in bringing about mobility in Grades 'C' and above, the Bank would be well advised to keep in view the fact that mobility can be successfully introduced without dislocating the operational efficiency only if it is introduced on a selective basis and in a gradual and phased manner say, over a period of two or three years. Frequent movement of the same officer from department to department should be avoided.

(Para 7.12)

13. The Committee recommends that Department of Administration and Personnel should be manned by officers drawn from all groups. It also recommends that the administrative functions relating to staff in Group I which are at present attended to in the Department of Administration and Personnel may be segregated and put under the charge of a Senior Officer of the rank of a Chief Officer who may be authorised to discharge those functions in the same way as the Chief Officers in respect of staff in Groups II and III. In keeping with the practice followed at other centres, the Committee further

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recommends that the work in connection with recruitment of non-officer staff, allotment of residential quarters, administration of combined seniority in Class III and IV may be transferred from Department of Administration and Personnel to Bombay Office.

(Para 8.5)

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ANNEXURE I

(Copy of note recorded by Shri T.V.Datar)  
C.O., D.B.O., on 9-5-1950)

CONFIDENTIAL

Staff - Department of Banking Operations -  
Segregation  
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While sanctioning additional staff for the purpose of routine inspections, as requested in our note dated the 3rd February 1950, the Chief Accountant remarked that the time was ripe for reviewing the question of segregating the Department of Banking Operations' staff on the lines of the Department of Research and Statistics in view of the developments in the organisation of the Department of Banking Operations and the composition of the staff. In the Chief Accountant's letter staff No.1657/78(2)-50 dated the 20th April 1950, we have been requested to submit a note regarding the constitution of the Department of Banking Operations into a separate unit for the purposes of promotion for the consideration of the Deputy Governor. This note is being submitted accordingly.

2. Present position

The Department of Banking Operations, Central Office, Bombay, came into existence on the 1st August 1945 as a result of the trifurcation of the old Agricultural Credit Department into the Department of Research and Statistics, the Agricultural Credit Department and

the Department of Banking Operations. Branches of the Department of Banking Operations were established at Calcutta, Delhi, Madras and Kanpur in October 1946, January 1948, May 1948 and November 1948 respectively. While the Department of Research and Statistics and the Agricultural Credit Department were combined into one unit for the purpose of all promotions, including promotions to the Officers' grade and the Officers of these two Departments were shown separately from other Officers of the Bank under Part II in the List of Officers as on the 31st March 1946, the Department of Banking Operations, Central Office, Bombay, was treated as an independent unit for the purpose of promotion to the grades of Superintendents, Banking Assistants and Clerks Grade I. For the purpose of promotion to the Officers' grade, however, it was not considered as an independent unit. All Officers in the Department of Banking Operations are also being included up to now in Part I in the Officers' List. Unlike Bombay, the branches of the Department of Banking Operations at other centres are not being treated as independent units even for the purpose of promotions to the grades of Superintendents and Clerks Grade I, promotions being made on the basis of the combined seniority list of all the departments.



This has prevented us from creating any posts of Banking Assistants at the branches of the Department of Banking Operations. The Banking Assistants' grade is very useful as it enables us to give some relief to the Superintendents and consequently to reduce the number in that grade. It also fills a useful gap between the Clerks Grade I, who start on Rs.100/- with yearly increments of Rs.8/- and the Superintendents who start on Rs.250/- with yearly increments of Rs.20/-. The Banking Assistants' grade with a start of Rs.150/- and yearly increments of Rs.12½ enables us to pick up promising Grade I Clerks and to train them and test their suitability for the posts of Superintendents.

### 3. Necessity of segregation

While an employee above the average may be able to master any type of work within a short space of time, an average employee would find it easier if his duties cover a narrow field. As the number of employees above the average is very small, segregation would be beneficial to a majority of the employees as it would enable them to specialise in particular jobs. Since the efficiency of the majority of the employees would increase by segregation, it would also be advantageous to the Bank. With the enactment of the

Banking Companies Act, 1949, the problems with which the Department has to deal have been rapidly increasing both in quantity as well as complexity and expeditious and efficient disposal of work would be facilitated by specialisation. In this connection, we enclose a copy of letter D.O.No.DBO.CC.78/9-50 dated the 14th January 1950 from the Deputy Chief Officer, Department of Banking Operations, Calcutta from which it will be observed that in the absence of segregation frequent changes have to be made for the purpose of adjusting promotions on the basis of the combined seniority list of the whole office. The employees of other departments who have no idea of the nature of work done in the Department of Banking Operations, take considerable time before they could be really useful to the Department of Banking Operations and such frequent transfers militate against the efficient working of the Department of Banking Operations. This disadvantage could, however, be partially eliminated if, as stated by Mr. J.V. Joshi on page 81 of his note dated the 24th February 1945 regarding the reorganisation of the Agricultural Credit Department, promotions from one grade to another are made purely by selection and

not by seniority (seniority being taken into account only in the case of candidates with equal merit). The draw-back in accepting Mr. Joshi's suggestion probably is that it may lead to favouritism. Besides, it may often be difficult to judge accurately the relative merits of a number of employees who might be eligible for promotion to a particular post, especially where there is no marked difference between two or more eligible employees. At the same time, it cannot be denied that for the purpose of maintaining a high standard of efficiency merit should be given preference over seniority. Promotion by seniority also creates anomalies when outside recruitment is made to the higher grades. We have already permitted the branches of the Department of Banking Operations to fill in about 50 per cent of the vacancies in the posts of Clerks Grade I by direct recruitment. In the Central Department of Banking Operations at Bombay apart from the posts of Clerks Grade I, some of the posts of Banking Assistants are also filled in by direct recruitment. Similarly, the posts of Probationary Assistants are being filled in mostly by direct recruitment. As regards Officers and Deputy Chief Officers, the vacancies are being filled in partly by direct recruitment and partly by promotions from the existing staff. While for the

purpose of seniority outside recruits are being shown in the seniority list according to their dates of confirmation, it is obviously unfair to the outside recruits if, for the purposes of promotion, seniority is given preference over merit. For example, in the Bank's List of Officers as on the 1st April 1949, serial No.42 represents an Officer who is an M.Sc.,C.A.I.I.B. He joined the Bank's service as a Clerk in February 1936, was confirmed as a Junior Superintendent in August 1938 and as a Senior Superintendent in February 1941. He started officiating as an Officer in September 1943 and was confirmed in that grade in April 1945. In the same list serial No.86 represents an Officer who is an M.Sc., C.A.I.I.B. (London), C.A.I.I.B. He got distinction in Foreign Exchange in both the Institute examinations and won the Sir Norman Murray Gold Medal in the Indian Institute of Bankers' Examination. He joined the Central Bank of India Ltd. in 1931 and was Accountant of their surat branch in July 1936 when he went on leave for training with the Midland Bank Ltd., London for about 9 months. He worked in the Central Exchange Bank of India Ltd., London for a year and a half as an Accountant, etc. and was retransferred to the Central Bank of India Ltd., Bombay, where between

December 1938 and March 1943 he worked as an Accountant and Group Manager of branches. In May 1943 he joined the United Commercial Bank Ltd. as Superintendent of branches and later worked as Group Manager and also as Inspector of Branches, Western Section till December 1948. The unsuitability of the Officers' seniority list for the purpose of promotion in such cases is obvious and the above case is not a solitary instance. It is true that the foot-note to the List of Officers states that the arrangement in the list does not confer any claim as to seniority, but in actual practice, promotions are very often being made by taking seniority in the Officers' List into account and there are occasional representations as well as a good deal of heart-burning when an Officer who is lower in the list is promoted in preference to others who are shown above him in the list. As it is proposed to recruit a dozen more Officers very shortly and further large scale outside recruitment is contemplated in future, in accordance with the Governor's Memorandum No.B7 dated the 6th August 1949, such anomalies are likely to increase and segregation is one of the measures by which such anomalies could be reduced. It is true that even with segregation, supersessions may not be completely eliminated so long as large scale outside

recruitment continues, but segregation, would reduce the amount of discontent as with a smaller seniority list, the number to be superseded would be correspondingly lower. This argument applies with equal force to promotions to the other grades. The fact that large scale outside recruitment of candidates possessing commercial banking experience in the various grades is considered necessary for the smooth working of the Department strengthens the case for segregation.

4. Disadvantages of segregation

It may be contended that with segregation, the Department of Banking Operations would be a smaller unit and that, therefore, the chances of promotion for the staff would automatically be reduced. While this is partly true, the disadvantage is likely to be counter-balanced by the rapid chances of promotion which the employees would have in view of the proposed expansion of the Department. In fact, in Bombay we are frequently receiving requests from the staff under the Bombay Manager for a transfer to the Department of Banking Operations. It may also be stated that when the Central Department of Banking Operations at Bombay was segregated for the purpose of promotions to certain grades on the 1st August 1945, the total strength in

these grades consisted of less than 30 employees, while it will be observed from Appendix II to the Governor's Memorandum dated the 6th August 1949 that the proposed staff for our various branches with the exception of Kanpur is much larger. (The staff at Kanpur may at a later stage have to be augmented by reducing the staff at Delhi). Another argument which may be brought forward against segregation is that it may lead to a narrower outlook on the part of the employees who would not then have the benefit of working in the other Departments of the Bank. As against this, it may be stated that an average employee would profit more by segregation, while in the case of employees above the average arrangements could be made for their training in the other Departments of the Bank. Similarly, arrangements could also be made for the training of selected employees from other Departments of the Bank in the Department of Banking Operations.

5. It would thus appear that segregation is in the interests of the majority of the employees as well as the Bank. The principle has already been conceded when the Central Department of Banking Operations at Bombay was considered as a separate unit for the purpose of promotion to certain grades from the 1st August 1945.

The question of segregation of the Department of Banking Operations from the General Side was informally discussed by me with the various Managers and Deputy Chief Officers during my visit to the offices in February and March this year, and they were on the whole favourably inclined towards the suggestion. It is, therefore, suggested that the principle of segregation may now be extended to the Officers as well as to the staff at the branches of the Department of Banking Operations outside Bombay.

6. Segregation of the existing staff

As segregation may adversely affect the interests of some of the employees, it is suggested that the employees may be given the option to decide whether they would prefer to remain in the Department of Banking Operations or whether any of them would like to be transferred to the General Side. Option should not, however, be given to employees who were recruited direct to the higher grades (Clerks Grade I, Banking Assistants, Probationary Assistants, Officers etc.) in the Department of Banking Operations in view of their commercial banking experience and their suitability for the Department of Banking Operations, Similarly,



employees in Classes II and III in the Department of Banking Operations at Bombay who already have been segregated need not be given any option, but if it is found in the case of any particular employee that he will be adversely affected by segregation and he represents his case accordingly, the representation may be given favourable consideration. After the employees have indicated their option before a particular date, which may be specified, arrangements may have to be made for the transfer of those employees who do not wish to remain in the Department of Banking Operations to the General Side. If a large number of employees indicate their preference for transfer to the General Side, it may not be practicable to arrange for their immediate transfer, but pending their actual transfer, they may be included in the general seniority list and lent to the Department of Banking Operations. Similarly arrangements should also be made for the transfer to the General Side of employees (excluding employees in Classes II and III at Bombay) who are considered unsuitable for the Department of Banking Operations. In case there is a difference of opinion between the Department of Banking Operations and the Manager

regarding the unsuitability of a particular employee for the Department of Banking Operations, the case may be referred to the Central Office giving details of the employee's age, qualifications, experience, reports etc. On the General Side there may be some employees who may like to be transferred to the Department of Banking Operations although they would have no claim for such a transfer. If the employees are likely to be useful to the Department of Banking Operations on account of their qualifications, experience, ability, etc. such transfers may be effected with the approval of Central Office. While for the purpose of promotions upto and including the grade of Superintendents, each office of the Department of Banking Operations may be considered as an independent unit, for the purpose of promotions to the grades of Junior Officers and above, all the offices of the Department of Banking Operations may be considered as one unit. This proposal is in line with the practice on the General Side. The Officers in the Department of Banking Operations after segregation may be shown separately in the annual list of Officers of the Bank.

7. Senior Officers

As regards Senior Officers at present attached to the Department of Banking Operations, while Officers recruited direct to the Department of Banking Operations need not be given any option, the other senior Officers may be permitted to indicate whether they would prefer to remain in the Department of Banking Operations or to be transferred to the General Side. If any Senior Officer indicates his preference for the General Side, he may have to be lent to the Department of Banking Operations until arrangements could be made for his transfer. Similarly, if any Senior Officers are considered more suitable for the General Side than for the Department of Banking Operations, they may be transferred to the General Side. Even after segregation, the branches of the Department of Banking Operations will be subject to the general supervision of the Managers at the respective places, particularly in matters such as premises, dead-stock, stationery etc.

Sd.T.V.Datar  
9-5-1950

C.A.,R.B.I.,C.C., Bombay  
C.O.,D.B.O.,R.B.I., C.O.,Bombay U.O.No.DBO.CA.  
260/C.94-50 of date.

ANNEXURE II

Table showing the total number of posts of Officers in grades 'B' and above in Group I, II and III at the end of 1955 and the end of each subsequent five yearly period.

	GROUP I						Percent- age in- crease in posts of Grades 'B' and above over the posts in 1955	GROUP II					Percent- age in- crease in posts of Grades 'B' and above over the posts in 1955	GROUP III					Total	Percentage increase in posts of Grades 'B' and above over the posts in 1955	
	Posts in Grade							Posts in Grade						Posts in Grade							
	F	E	D	C	B	Total		F	E	D	C	B		Total	F	E	D	C			B
1955	3	3	12	10	76	104		2	1	13	10	64	90		1	-	3	11	31	46	
1960	3	3	21	14	102	143	37.5%	3	1	14	23	132	173	92.2%	1	-	4	18	47	70	52.2%
1965	3	7	26	33	143	212	103.8%	2	3	22	38	212	277	207.7%	1	2	8	28	97	136	195.6%
1970	5	9	40	48	204	306	194.2%	2	5	32	45	276	360	300%	2	5	31	87	269	394	756.5%
1975	8	14	51	71	252	396	280.7%	3	10	43	92	348	496	451.1%	2	9	56	117	368	552	1100%

ANNEXURE III

Table showing the total number of posts of officers in Grades 'D', 'E' and 'F' at the end of 1955 and at the end of each subsequently five yearly period.

	G R O U P I				Percentage of total increase as compared to total posts at the end of the previous five yearly period	G R O U P II				Percentage of total increase as compared to total posts at the end of the previous five yearly period	G R O U P III				Percentage of total increase as compared to total posts at the end of the previous five yearly period
	Posts in Grade					Posts in grade					Posts in Grade				
	F	E	D	Total		F	E	D	Total		F	E	D	Total	
55	3	3	12	18	-	2	1	13	16	-	1	-	3	4	-
60	3	3	21	27	50%	3	1	14	18	12%	1	-	4	5	25%
65	3	7	26	36	33.5%	2	3	22	27	50%	1	2	8	11	120%
70	5	9	40	54	50%	2	5	32	39	44.5%	2	5	31	38	245%
75	8	14	51	73	35%	3	10	43	56	44%	2	9	56	67	76.5%

ANNEXURE II

Table showing the total number of posts of Officers in grades 'B' and above in Group I, II and III at the end of 1955 and the end of each subsequent five yearly period.

	GROUP I						Percent- age in- crease in posts of Grades 'B' and above over the posts in 1955	GROUP II						Percent- age in- crease in posts of Grades 'B' and above over the posts in 1955	GROUP III						Percentage increase in posts of Grades 'B' and above over the posts in 1955
	Posts in Grade							Posts in Grade							Posts in Grade						
	F	E	D	C	B	Total		F	E	D	C	B	Total		F	E	D	C	B	Total	
1955	3	3	12	10	76	104	2	1	13	10	64	90	1	-	3	11	31	46			
1960	3	3	21	14	102	143	37.5%	3	1	14	23	132	173	92.2%	1	-	4	18	47	70	52.2%
1965	3	7	26	33	143	212	103.8%	2	3	22	38	212	277	207.7%	1	2	8	28	97	136	195.6%
1970	5	9	40	48	204	306	194.2%	2	5	32	45	276	360	300%	2	5	31	87	269	394	756.5%
1975	8	14	51	71	252	396	280.7%	3	10	43	92	348	496	451.1%	2	9	56	117	368	552	1100%

ANNEXURE III

Table showing the total number of posts of officers in Grades 'D', 'E' and 'F' at the end of 1955 and at the end of each subsequently five yearly period.

	G R O U P I				Percentage of total increase as compared to total posts at the end of the previous five yearly period	G R O U P II				Percentage of total increase as compared to total posts at the end of the previous five yearly period	G R O U P III				Percentage of total increase as compared to total posts at the end of the previous five yearly period
	Posts in Grade					Posts in grade					Posts in Grade				
	F	E	D	Total		F	E	D	Total		F	E	D	Total	
55	3	3	12	18	-	2	1	13	16	-	1	-	3	4	-
60	3	3	21	27	50%	3	1	14	18	12%	1	-	4	5	25%
65	3	7	26	36	33.5%	2	3	22	27	50%	1	2	8	11	120%
70	5	9	40	54	50%	2	5	32	39	44.5%	2	5	31	38	245%
75	8	14	51	73	35%	3	10	43	56	44%	2	9	56	67	76.5%

Statement showing the number of Officers in Grade 'A' of General Side who had been transferred to the Specialised Departments (Groups II and III) under the 'Optee Scheme' for Officers Grade 'A' since its introduction (i.e. from 1st January 1967 to 30th June 1972) against 25% of the normal long-term vacancies arisen in Groups II and III during the above period.

Office	No. of Officers Grade 'A' transferred to Specialised Departments in Groups II and III
Central Office	9
Economic Department (Group I)	2
Department of Statistics (Group I)	2
Nagpur	7
Bombay Office	4
Exchange Control Dept., Bombay	1
Bangalore	4
Kanpur	2
Calcutta	2
Hyderabad	1
Jaipur	5
Gauhati	1
New Delhi	3
Madras	4
Patna	3
	(Group II -35)
	(Group III -15)
	50
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ANNEXURE V

Number of additional posts sanctioned in Groups II and III over the three 5 yearly periods from 1961 to 1975 and the corresponding number of the additional posts filled up by promotion of Officers from within the same Group, the number of additional posts filled up by selection/promotion of Officers from other Groups and the number of posts filled up by direct recruitment from the open market

	Total No. of additional posts				No. of posts filled by selection/promotion from other Groups				No. of posts filled by recruitment from outside				No. of posts filled by promotion from within the same Group			
	<u>E</u>	<u>D</u>	<u>C</u>	<u>B</u>	<u>E</u>	<u>D</u>	<u>C</u>	<u>B</u>	<u>E</u>	<u>D</u>	<u>C</u>	<u>B</u>	<u>E</u>	<u>D</u>	<u>C</u>	<u>B</u>
	<u>G R O U P II</u>															
1 to 1965	-	11	22	147	-	2	-	22	-	6	-	33	-	3	22	92
6 to 1970	6	6	14	22	-	2	1	-	-	-	1	-	6	4	12	22
1 to 1975	-	5	31	102*	-	-	1	-	-	-	-	-	-	5	30	-
	<u>G R O U P III</u>															
1 to 1965	1	6	16	131	-	1	3	39	-	-	-	43	1	5	13	49
6 to 1970	2	14	41	84	-	1	6	13	-	-	-	-	2	13	35	71
1 to 1975	3	22	34	107*	-	-	-	-	-	-	-	-	3	22	34	-
	* Posts form part of Combined Seniority for all Groups.															
	<u>G R O U P I</u>															
1 to 1965	5	3	6	25	<u>N.B. :</u> The additional posts sanctioned to Group I from 1961 to 1975 were filled up by promotion of officers from the same Group.											
6 to 1970	-	10	12	69												
1 to 1975	1	12	11	45												

ANNEXURE VI

1) I suggest the following formula to ensure even promotional opportunities for all officers in the 3 groups during the transitional period, i.e. till the common pool of officers in Grades 'A' and 'B' and above comes up, taking into consideration the past imbalances in promotional avenues in different groups at different times and likely upset in the future expectations of certain officers as a result of the introduction of the combined inter-group seniority. The members representing Groups II and III have expressed their agreement to the formula suggested by me provided the combined list is made as on 1-1-1970.

2) All officers in Grades 'C', 'D' and 'E' as on 1st January 1976 who have reached the maximum in their existing Grades 'C', 'D' or 'E' as the case may be, and have completed one year or more at the maximum of the grade as on the 1st January 1976, may be switched over to the next higher grade at the appropriate stage as from 1-1-1976, provided they are considered suitable for holding the higher posts by the Bank or by an Internal Selection Committee of 3/4 Heads of

Central Office Departments.

Similarly, any of such officer(s) may be switched over to the next higher grade as and when he/they complete(s) one year's service on the maximum of his/their existing grade(s) after 1-1-1976 subject to his/their being found suitable for the higher grade(s) according to the procedure suggested above.

5) Under the formula in paragraph 2, it will be necessary to convert an appropriate number of posts from a lower grade to a higher grade from time to time depending upon the number of officers who will be switched over from one grade to another. It will be possible to adjust the duties and functions of officers in the various Departments in consonance with their higher grades and in keeping with their higher responsibilities. The adjustment of duties of officers will not pose any problem in the context of the continuing expansion of the activities of the various departments. As a matter of fact, in the existing set-up, officers in the lower grades are attending to duties which should be appropriately carried

out by the officers in the higher grades. The following examples would illustrate this statement:

- (a) Joint Chief Officers in D.B.O.D./A.C.D. carry out the duties of Additional Chief Officers under the direct control of Deputy Governor/Executive Director.
- (b) Deputy Managers in Grade 'D' at Bombay, Delhi and Madras perform the same functions as those of their counterpart in Grade 'E' at Calcutta.
- (c) Currency Officers at Patna, Bangalore, Hyderabad, etc. were in Grade 'C' till recently whereas their counterparts at other centres were in Grade 'D'.
- (d) Managers who perform similar functions at different branches belong to Grades 'D', 'E' or 'F' depending upon the size of the branch.

Posts of Deputy Chief Officers in the D.B.O.D. and A.C.D. may be converted into those of Joint Chief Officers and posts of Joint Chief

Officers converted to those of Additional Chief Officers. Similarly, in the Banking and Issue Departments and Exchange Control Department, Deputy Controllers/Deputy Managers may be posted as Joint Controllers/Additional Controllers or Joint Managers/Additional Managers as the case may be. Officers occupying higher posts may be vested with appropriate powers for taking decisions.

4) If the formula in paragraph 2 is accepted, the date with reference to which the inter-se seniority of officers in different groups is determined for the preparation of the combined seniority list, will not be that important. Promotion of officers during the transition from one grade to another will be governed by the formula suggested in paragraph 2 viz. switch over from one grade to another after completion of one year's service on the maximum of the grade and not by their positions in the combined seniority list or vacancies in the higher grades.

5) The aggregate total number of officers in grades 'C', 'D', 'E' and 'F' as on 1-1-1976 will remain unchanged during the transitional period excepting that the break-up of the officers

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in the 4 grades will vary from time to time depending upon the operation of the formula referred to in paragraph 2.

6) The additional cost involved to the bank in implementing the formula in paragraph 2 will be insignificant in relation to the contentment and goodwill of the entire class of officers and also the elimination of feelings of frustration or injustice. The monetary benefits available to the officers on promotion from one grade to another after reaching the maximum of 'C' grade will be insignificant in view of the tapering formula for drawal of dearness allowance and compensatory allowance at the higher stages of pay.

7) Under the proposed formula, the Bank will have a wider field of choice for effecting placements at different levels in the various Departments in the three groups. The Bank will also have a wider choice in filling up the posts of Managers of branches and Officers-in-charges of Central Office Departments as well as Regional Offices. For instance, an officer in Grade 'F',

-: 6 :-

if available, can be posted as Manager at centres like Nagpur, Kanpur, Patna or Bangalore where the sanctioned posts are in Grade 'E'. Similarly, an officer in Grade 'E' can be posted as Manager at a smaller branch where the sanctioned post is in Grade 'D'. Where 2 or 3 officers of the same grade as Manager are required to be posted as in-Charges of the Regional Offices of DBOD/ACD/IFD at a particular centre, the Bank can post an officer in a higher grade from any group as Manager to eliminate feeling touching on comparative seniority of the Manager and the in-charges of the other Department.