

2016

# Balmer Lawrie Executives Career Progression Rules



1. **TITLE** :

These Rules will be called Balmer Lawrie & Co. Ltd. Career Progression Rules for Executives and will come into force for the promotions initiated on or after 1<sup>st</sup> July 2016 in supersession of the existing Promotion Rules and any other policies/guidelines on any aspect of promotions in Executive category.

2. **OBJECTIVE** :

The broad objectives of the Company's Career Progression Rules for Executive's are :

- 2.1 To provide for career opportunities to Executives consistent with Company's present and future requirements.
- 2.2 To ensure equity, fairness and objectivity in matters related to Career Progression of Executives.
- 2.3 To recognize and reward merit/competence and upgradation of qualifications by Executives and their contribution to the growth of the Company.
- 2.4 To encourage dedication and commitment to productive efforts of the Company.

3. **SCOPE** :

- a) The scope of these rules shall cover the promotion for all Executive positions from Grade E0 to E6 in all SBUs/Divisions/Department of the Company ; except those engaged on Contract, Fixed Term Contract, employees engaged on a purely casual or temporary basis and employees who are on deputation, secondment from other organisations/JVs to Balmer Lawrie but includes executives on deputation/Secondment/lien from Balmer Lawrie to its subsidiaries/JVs/wholly owned companies or other CPSEs :

FROM			TO		
Grade	Designation	Scale of Pay	Grade	Designation	Scale of Pay
E0	Executive	12600-32500	E1	Assistant Manager	16400-40500
E1	Assistant Manager	16400-40500	E2	Deputy Manager	20600-46500
E2	Deputy Manager	20600-46500	E3	Manager	24900-50500
E3	Manager	24900-50500	E4	Senior Manager	29100-54500

E4	Senior Manager	29100-54500	E5	Chief Manager	32900-58000
E5	Chief Manager	32900-58000	E6	Associate Vice President	36600-62000
E6	Associate Vice President	36600-62000	E7	Vice President	43200-66000

b) The masculine gender in this document shall include feminine gender also.

4. **DEFINITION :**

4.1. Promotion

Promotion means advancement of an Executive from one Grade to the next higher Grade duly approved by the competent authority in accordance with the provisions of these Rules

4.2. Appraisal Year

Appraisal year means the period of one year from 1st April of a year to 31 st March of the following year.

4.3. Minimum Qualifying Period (MQP)

Minimum Qualifying Period means the minimum number of completed Appraisal Years required to be put in by an Executive in the present Grade to be eligible for consideration for promotion to the next higher Grade. However, if an Executive in any Appraisal year in the present Grade has put in less than twelve (12) completed months of service, that appraisal year will not be considered for the purpose of determining the "Minimum Qualifying Period". The period of probation would not be considered as part of MQP.

4.4. Merit Quotient

Merit Quotient means minimum score required for being eligible for promotion.

4.5. Competent Authority

Competent Authority in relation to exercise of any powers as stated in this rules means the Chairman & Managing Director, or any other authority that has been delegated these powers by him specifically for the said purpose. However, in respect of promotion from Grade E7 to E8, the Board shall be the Competent Authority.

#### 5. Date of Promotion

All annual promotions in Executive Grades shall be made effective from 1st July every year on the basis of available vacancies/ sanctions.

Executives who are promoted with transfer must assume charge of the new promoted Grade/position within 30 days of the receipt of the Promotion orders, however, Director(I/c) may permit an Executive to report for duty in the promoted grade not exceeding 60 days.

#### 6. Appraisal Score

The 'Moderated Rating' in the Performance Appraisal Reports shall be in the scale given below:

Moderated Rating	Out Standing (A+)	Very Good (A)	Good (B)	Fair (C)	Poor (D)
Marks	20	15	10	5	0

Note: Moderated Rating is the final rating as decided by the Committee of COOs /Board of Directors in line with DPE guidelines on rating distribution(Bell Curve).

#### 7. Method of Promotion

- 7.1 On the basis of educational qualifications all Executives are classified under three categories A, B & C (Annexure-1)
- 7.2 Promotion of Executives, shall be on Selection basis based on Merit cum Length of service in the respective Grade subject to available vacancies in the approved organization structure.

#### 8. Minimum Qualifying Period

- 8.1 All Executives according to their qualifications has been grouped into three broad Qualification Categories (A, B & C) as per Annexure-1.
- 8.2 Minimum Qualifying Period as on 1<sup>st</sup> July for different Grades of Executives in terms of their qualifying categories are shown below :

Grade From	Grade To	MQP Qualification Cat-A (years)	MQP Qualification Cat-B (years)	MQP Qualification Cat-C (years)
E0	E1	3	4	5
E1	E2	3	4	5

E2	E3	3	4	5
E3	E4	3	4	5
E4	E5	3	4	5
E5	E6	3	4	NA
E6	E7	3	4	NA

**Note:**

1. Promotability / Minimum Qualifying Period in case of Executives who are not covered by category A B & C above, will be considered on case to case basis after obtaining approval of the Competent Authority.
2. In view of the qualification remaining same, the Minimum Qualifying Period also remains same within a qualification category.

8.3 For changing qualification category from C to B and from B to A, an Executive who acquires relevant professional qualification with minimum 60% marks shall submit his application before the end of the Appraisal year, duly recommended by SBU/Function head and concurred by Director-In-Charge & Director(HR&CA) for approval of C&MD in terms of this rule. For this purpose only qualifications recognized by AICTE/UGC/AITA/UFTAA shall be reckoned.

9. Appraisal

The Moderated Rating and the Rating Attributes shall be in the scale given below :

	<b>Rating Attributes (Illustrative)</b>
A+	<p>Has not only met all targets but exceeded the targets &amp; expectations in minimum 50% cases.</p> <p>Possesses greater than required degree of proficiency in most Competencies relevant to the role.</p> <p>Is a role model, vis-à-vis the Value systems and champions it in the organization.</p>
A	<p>Has not only met all targets but exceeded the targets &amp; expectations in minimum 25% cases.</p> <p>Possesses desired level of proficiency in all Competencies relevant to the role.</p>

	Acts & conducts him/herself in sync with the Organizational Value system at all times.
B	Has met all the set targets & expectations satisfactorily.  Possesses desired level of proficiency in most competencies relevant to the role.  Acts & conducts him/herself in sync with the Organizational Value system at most times.
C	Has met most & has striven to achieve other targets & expectations with additional support/supervision.  Needs developmental support in key Competencies relevant to the role. Demonstrates general awareness of the Organizational Value system and attempts to follow them at most times.
D	Has achieved only some targets& expectations that too with support & guidance .  Needs developmental support across most key Competencies relevant to the role or has been reluctant to take on responsibilities.  At times, acts in conflict with the Organizational Value system.

10. Departmental Promotion Committee

10.1 For considering promotions, the Departmental Promotion Committee (DPC) for all Executives shall consist of Functional Directors. Chairman & Managing Director shall be the Chairman of the Departmental Promotion Committee.

11. Eligibility and Criteria for Promotion

11.1 Promotion from E0 to E6

- a) All Executives who have rendered service of not less than the Minimum Qualifying Period in existing Grade will fall under the zone of consideration.
- b) Merit quotient will be worked out based on Moderated Rating (in latest three (3) appraisal years), Years of service in the Grade, Qualification and assessment by the Departmental Promotion Committee as under:

<b>Marks</b>
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Performance	Qualification	Seniority	Assessment by DPC	Total
60	15	10	15	100

Note:

- i. Performance Marks equivalent to Moderated rating shall be as per Cl.6.
- ii. Qualification marks shall be:

Qualification Category	A	B	C
Marks	15	10	8

Seniority marks shall be :

5 years & above in the grade	10 marks
4 years & above but less than 5 years	8 marks
3 years & above but less than 4 years in the grade	6

- c) Executives who have earned a Moderated Rating of less than 'A' in any of the latest three (3) appraisal years shall not be eligible for consideration for Promotion.
- d) DPC shall consider Potential of an Executive and allocates marks on the basis of proven track record, Initiative, Drive, Leadership traits, Innovation, Team Orientation and commitment to Values and business of the company.
- e) Any Executive who have been awarded penalty under CDRR shall not be eligible for consideration for promotion during the pendency of the penalty or during the appraisal year in which the penalty got over.
- f) Depending on business scenario and company's manpower structure at different Grades, Departmental Promotion Committee shall recommend the merit quotient subject to a minimum merit quotient of '70.0' for effecting Promotion.

## 12. Executives on Deputation/Secondment to other organization

The cases of promotion of Officers who are on deputation/secondment to other organizations shall be considered as per the laid down criteria and they will be considered for promotion along with others.

13. Representations/Appeals

- i) An Executive who is aggrieved by the non-promotion / rating/moderated rating in the appraisal report, may submit his representation / appeal through his Reporting Authority and the SBU/Function Head within fifteen days of the date of issue of Promotion notice/ circular or any other date specifically mentioned in the notice/ circular, giving complete reasons for the appeal. The appeals of only those executives who have raised their disagreement in the feedback session will be taken for further action.
- ii) For all Executives, the Representation/ appeal shall be reviewed by Representation Review Committee (RRC) consisting of the whole time Directors of the company (except C&MD who will be the approving authority).
- iii) Such Representation/Appeal shall be reviewed by Representation Review Committee (RRC) within thirty(30) days from the last day of receipt of Representation and decision of the committee shall be communicated to the concerned Executive within fifteen(15) days of the receipt of decision of the Competent Authority by CHRD.
- iv) The Representation Review Committee will review the representations within the framework of the Promotion Rules, guidelines and the merit criteria recommended by Departmental Promotion Committee (DPC). The RRC shall examine the appeal taking into account the original assessment and subsequent comments/ observations of Reporting / Functional/ Reviewing Authorities including comments/ observations made by the Appraiser at the time of the Feedback Discussion. If required, the RRC may provide a personal hearing to the aggrieved executive. The RRC after due consideration may reject the representation or in exceptional case where it is observed that the Executive has not been fairly assessed, may recommend modification of the appraisal report accordingly.
- v) The recommendations of the Representation Review Committee shall be approved by C&MD.
- vi) This over rides the provision on Representation/Appeal in PMS Manual.

14. General Provisions and Bars

- a) These rules should be read in conjunction with PMS Guidelines/HR Manual for Executives & Recruitment Rules applicable for Executives :



- b) Non Graduates shall be eligible for promotion upto Grade E0 only.
- c) Non Professionals as defined in Annexure-1 shall be eligible for promotion upto Grade E5.
- d) An Executive will not be considered for Promotion if he has been on Leave without pay for 60 days or more during the immediate preceding appraisal year. Furthermore, an Executive taking leave without pay for a period of 90 days or more during any of the appraisal years preceding the immediate appraisal year or during the appraisal year, shall be deemed not to have earned any appraisal report during that appraisal year for the purpose of reckoning the qualifying period.
- e) Executives with less than 2 years of service left on the effective date of promotion shall not be eligible.
- f) While making recommendation for 'promotion', Departmental Promotion Committee shall appropriately take into consideration any disciplinary / vigilance proceeding or punishment orders against an Executive.
- g) The authority to issue Promotion letter for Executives upto Grade E6 shall be Senior Vice President [HR] based on the recommendations by the Departmental Promotion Committee [DPE] duly approved by the Chairman & Managing Director.

15. Reservation for SC/ST

The reservation for SC/ST Executives would be as per the Government Guidelines in this regard.

16. Exceptions

The Competent Authority reserves the right to determine/ restrict in a year the number of promotions at any Grade and in any SBU/Function keeping in view the company's manpower structure, business situation and financial constraints etc. However as a general rule, all promotion effected from E0 to E6 grades should not exceed 10% of the total employees in each grade band as on 31<sup>st</sup> March of the relevant year.

C&MD shall be the Competent Authority to resolve any anomalies, if observed during effecting the promotions.

17. Review and Tenure

- a) These Rules shall supersede all the rules, regulations, orders and instructions issued earlier on the subject covered by this rule.



- b) Board reserves the right to alter, amend and/or modify/ withdraw these Rules as and when considered necessary.

### Qualification Categories

Qualification Category	Minimum Qualification
A. Professional (15 marks)	<ol style="list-style-type: none"> <li>1. Full time regular (excluding part time/correspondence/distance learning) Degree in Engineering from a UGC/AICTE recognised University/ Institutes. AMIE will be eligible for 12 marks.</li> <li>2. 2 years full time regular (excluding part time/correspondence) Post Graduate Degree in Management/ MBA/MSW from a UGC/AICTE recognised University/ Institutes.</li> <li>3. CA/ICWA/CS/ACA for Finance, Accounts, Audit and any such other relevant function.</li> <li>4. Full time regular Post Graduate Degree in Computer Application/ Computer Technology of minimum 2 yrs duration from a UGC/AICTE recognised University/Institutes in computer related function.</li> <li>5. Full time regular (excluding part time/correspondence) Post Graduation in Travel &amp; Tourism with IATA/UFTAA certification/ Corporate Communication/CSR/HSE/Safety related discipline with minimum 2 yr duration from a UGC/AICTE recognised University/ Institutes.</li> <li>6. Ph.D in relevant field</li> <li>7. Full time regular (excluding part time/correspondence) M.Sc. will be considered professional qualification for PDC/ARL will get 12 Marks.</li> <li>8. Full time Bachelor of Law/ Integrated B.A. LL.B., B.Sc. LL.B., BBA. LL.B., B.Com. LL.B of 5 years duration.</li> </ol>
B. Non- Professional (10 Marks)	<ol style="list-style-type: none"> <li>1. Part time Degree in Engineering from a UGC/AICTE recognised University/ Institutes. Courses on Distance Learning mode are not eligible.</li> <li>2. Full time/part time (excluding correspondence/ distance learning) Diploma in Engineering of minimum 1 yrs duration from a UGC/AICTE recognised University/ Institutes.</li> <li>3. Part time Degree/ Diploma in Computer Application/ Computer Technology of minimum 1 yrs duration from a UGC/AICTE recognised University/Institutes in computer related function.</li> <li>4. Graduate with part time Diploma in Travel &amp; Tourism with IATA/UFTAA certification /Social Welfare/ Logistics/Materials Management/SCM/ Corporate Communication/CSR/HSE/Safety or related discipline with minimum 1 yr duration from a UGC/AICTE recognised University/ Institutes with reference to specific function/area/ specialisation to which applicable. Courses on Distance Learning mode are not eligible.</li> <li>5. Full time/Part time MA/M.Sc./M.Com with reference to specific function/area/ specialisation to which applicable.</li> <li>6. Part time Bachelor of Law.</li> </ol>
C. Non- Professional (8 Marks)	<ol style="list-style-type: none"> <li>1. Graduate Degree in relevant discipline with reference to specific function/area of minimum 3 years duration from a UGC/AICTE recognised University/ Institutes</li> <li>2. Higher Secondary (10+2 Std)with ITI in relevant Engg. Discipline.</li> <li>3. Higher Secondary (10+2 Std) with full/ part time Diploma in Travel &amp; Tourism/Social Welfare/ Logistics related discipline with minimum 6 months duration from a UGC/AICTE recognised University/ Institutes.</li> <li>4. Any other qualification not mentioned above.</li> </ol>