

4. RECRUITMENT & PROMOTION POLICY

4.1. ORGANIZATIONAL STRUCTURE

Organizational structure for NICDC is given at the last page. NICDC's current model is to outsource most of the technical works to expert professional agencies rather than undertake in-house.

Company's lean structure ensures quick processing and decision making, while leaving enough scope for career progression of employees within the organization.

4.2. CLASSIFICATION AND CATEGORIES OF EMPLOYEES

- a) **Probationers:** Persons recruited from the open market and appointed initially on probation for a period of six months with the condition that regular appointment to the post will be subject to satisfactory completion of probation.
- b) **Regular employees:** Persons appointed to a post in the Company on a regular basis after successful completion of probation and who have been in continuous employment of the Company in any post thereafter.
- c) **Management Trainees and Engineer Trainees:** Fresh management or engineering graduates appointed in the Company for training and development so as to be appointed in a regular post if they come up to Company's needs, requirements and expectations after the training.
- d) **Employees on deputation:** Persons appointed on deputation in the Company by borrowing their services from the Central Government or a State Government or a Central Public Sector Enterprise for a specified period on mutually agreed terms and conditions.
- e) **Contractual employees:** Persons appointed in the Company on contract for specific period/ for specific assignments on specific terms and conditions.
- f) **Advisers/ Consultants:** Retired employees of the Company or Government or other companies/ organisations or experts having specialized knowledge of a subject appointed as Adviser or Consultant for a specified period on agreed terms and conditions.
- g) **Outsourced workers:** Workforce hired from a registered firm or a company for a specified period in terms of a written agreement for undertaking house-keeping or other specific tasks.

4.3. SOURCES OF RECRUITMENT

- i. From the open market through advertisement uploaded on NICDC website/ published in the Press.
- ii. By regular appointment of contractual persons possessing specified requirements and duly recommended by the Screening Committee on such terms and conditions as may be decided by CEO&MD.
- iii. Through campus placement at recognized Engineering/ Management/ Technical institutions.
- iv. Referral by regular employees of the Company.
- v. Through reputed job portals.
- vi. Any other source as approved or decided by CEO&MD.

4.4. INITIATING PROCESS FOR RECRUITMENT

- 4.4.1.** The Company will use multi-media facility for advertising so as to have wider choice in selecting the best talent and experienced persons.
- 4.4.2.** As and when need for recruitment of additional manpower on account of resignation of an existing employee or additional work etc. arises in any Department, the Branch Head concerned will project its requirement to HR Department.
- 4.4.3.** HR Department will scrutinize the requirement in consultation with the Department concerned. HR will also examine whether a person with specified requirements is available by re-location of an employee / re-allocation of work or whether it is possible to entrust the work to an existing employee. If not, HR will decide the category of employee to be appointed i.e., whether regular or on contract or an adviser/ consultant or by outsourcing etc. HR will also decide the source of recruitment. Further action will be taken accordingly.

4.5. PROCEDURE FOR SELECTION FOR REGULAR OR CONTRACTUAL APPOINTMENT

- i. The Branch Head, where vacancy exists or is likely to arise in the next 6 months, or who needs additional manpower, sends requirement to HR Department.
- ii. After scrutinizing the requirement, HR decides whether a person with specified requirements is available by re-location. If not, HR prepares a draft advertisement; gets it vetted by the Branch Head concerned; gets it approved from CEO&MD.

- iii. HR Department uploads approved advertisement on Company's official website. In case of recruitment to B-Level or higher posts OR if a large number of vacancies are to be advertised together OR for other justified reasons, HR also publishes the advertisement in one prominent newspaper. Format of application shall be made available on Company's website with suitable indication to this effect in the newspaper advertisement, if published.
- iv. HR Department compiles profiles of eligible, suitable and interested candidates possessing necessary skill sets, from job portal.
- v. After receipt of applications, HR Department prepares data bank of eligible and most suitable candidates and sends it to Branch Head concerned for preliminary screening and short-listing.
- vi. CEO&MD constitutes a Selection Committee to interview short-listed candidates.
- vii. Short-listed candidates are interviewed by the Selection Committee.
- viii. Selection Committee submits its recommendations to HR Department.
- ix. HR Department settles salary package and other terms and conditions of appointment with the selected candidate and issues offer letter after obtaining approval of CEO&MD.

4.6. PROCEDURE FOR CAMPUS PLACEMENTS

- HR Department to compile requirements of various Departments for Management Trainees/ Engineer Trainees/ Executives/ Asst. Managers/ Assistant Engineers by 31st August every year.
- HR Department to prepare profile of the prospective employees in consultation with the Departments concerned and also to decide the institutions to be visited to conduct selections.
- HR Department decides package to be offered to selected candidates, and contacts the institution concerned to draw up programme of written tests/ interviews.
- CEO&MD constitutes an Interview Board to interview and select candidates.
- HR Department to send Offer Letters to selected candidates within 3 days from the date of conclusion of interviews.

4.7. PROCEDURE FOR APPOINTMENT OF ADVISERS/ CONSULTANTS

- HR Department collects names of suitable persons, who are/ who are likely to be available, through various sources inside and outside the Company matching the requirements. Applications may also be invited through Company's website.
- Particulars of the suitable person(s) are shared with Branch Head concerned for comments, if any.
- CEO&MD constitutes a committee to interact with the prospective candidate.
- Committee interacts with the candidate and submits its recommendation to CEO&MD.
- HR negotiates terms and conditions of appointment, including duration and remuneration, with the selected candidate and sends offer letter after obtaining approval of CEO&MD.

4.8. Clause 4.8 'Policy & Procedure for Referral by Regular Employees of The Company' has been deleted.

4.9. ELIGIBILITY CRITERIA FOR RECRUITMENT

Educational qualification and experience required for various posts at both Executive & Non-Executive Level:

S. No.	Pay Band	Grade	Educational Qualification required (from a recognized university or institution)	Minimum Experience required
1.	30,000 – 1,80,000	Executive/Sr. Executive/Assistant Manager/ Manager	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	0-7 years
2.	70,000 – 2,00,000	Senior Manager	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	10 years
3.	80,000 – 2,20,000	Assistant General Manager	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	14 years
4.	90,000 – 2,40,000	Deputy General Manager	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	17 years
5.	1,00,000 – 2,60,000	GM/PME	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	20 years

6.	1,20,000 – 2,80,000	CFO/VP	B.E./B.Tech/B.Arch./B.Planning/MBA/M.Planning/CA/ICWA/CS/LLB or equivalent	25 years
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S. No.	Pay Band	Grade	Educational Qualification required (from a recognized university or institution)	Minimum Experience required
NE-1	25,000 – 74,500	Junior Attendant & Equivalent	10 th Pass	02 years
NE-2	27,000 – 80,500	Attendant & Equivalent	12 th Pass	06 years
NE-3	28,000 – 85,000	Senior Attendant & Equivalent	12 th Pass / ITI	10 years

**On requirement basis and subject to meeting the educational criteria, recruitment may be done at other levels of NE (NE 4 & above).*

Note:

- The Nomination and Remuneration Committee of the Board of Directors of the Company may relax the minimum experience requirement in the interest of the Company in a special circumstance or in case of deserving candidates.
- Filling of the vacancies or new positions will be made through a combination of fresh recruitment and by promotion of the existing employees based on their eligibility. 50% of the vacant positions will be filled through promotion of the existing employees and 50% through fresh recruitment. However, at a given point of time if sufficient number of eligible candidates are not available for promotion within the organisation, the positions may be filled through fresh recruitment. Further, if the vacant positions are only one or in odd numbers, preference would be given for filling the same through promotion if sufficient number of eligible candidates are available, else through fresh recruitment.
- In case of bulk recruitments in future, NICDC shall use the services of recruitment agency as per Government norms.

4.10. Pay Bands

4.10.1. Pay Band for Executive Level:

Sl. No.	Pay Band	Grade	Proposed Pay at the entry level
1.	30,000 – 1,80,000	i. Executive	i) Rs. 30,000/-
		ii. Sr. Executive	ii) Rs. 40,000/-
		iii. Assistant Manager	iii) Rs. 50,000/-

		iv. Manager	iv) Rs. 60,000/-
2.	70,000 – 2,00,000	Senior Manager	
3.	80,000 – 2,20,000	Assistant General Manager	
4.	90,000 – 2,40,000	Deputy General Manager	
5.	1,00,000 – 2,60,000	General Manager/ Project Management Expert	
6.	1,20,000 – 2,80,000	Chief Financial Officer/ Vice President	

Pay Band for Non-Executive Level:

S. No.	Non-Executive Level	Pay Band	Grade
1.	NE-1	25,000 – 74,500	Junior Attendant & Equivalent
2.	NE -2	27,000 – 80,500	Attendant & Equivalent
3.	NE-3	28,000 – 85,000	Senior Attendant & Equivalent

Note: *The salary structure may be reviewed and revised from time to time on the pattern of revision of pay bands in CPSEs and other relevant factors.*

4.10.2. The Nomination & Remuneration Committee of the Board of Directors of the Company may decide suitable salary structure for exceptionally talented or experienced professionals being inducted into the Company at various levels.

4.10.3. Every employee of the Company will treat his salary structure as strictly confidential. Company employees having access to information regarding salary structure of different employees will treat the entire information as strictly confidential, and not disclose such information to anyone except to authorised persons and only for official or legal purpose.

4.10.4. Salary Components:

Particulars	Salary Components
Basic	As per pay bands defined for all the grades
Dearness Allowance (DA)	As per Government notification being issued from time to time
HRA	24% of Basic Pay (details given in <u>Annexure- 'A'</u> <u>below</u>)
Allowances subject to a ceiling of 35% of Basic Pay under the concept of Cafeteria Approach	Details given as <u>Annexure- 'B'</u> below
*Superannuation Benefits (30% of BP +DA)	Details given as <u>Annexure- 'C'</u> below

*Company shall contribute up to 30% of Basic Pay plus DA towards Provident Fund, Gratuity, Post-Superannuation medical benefits and pension of employees.

4.10.5. PERFORMANCE RELATED PAY (PRP)

- PRP has been linked to the performance of the executives and actual achievement of yearly targets similar to output-outcome framework which is being executed every year. Accordingly, NICDC may execute a MoU and company will be eligible for PRP only after satisfying both the conditions.
- The modalities with regard to the implementation of PRP would be approved by CEO & MD and will be worked within the overall framework mentioned in 3rd PRC subject to a limit of one-month Basic Pay at all levels.

4.11. REMUNERATION OF CEO&MD

Remuneration and perquisites of CEO&MD shall be as decided by the Board.

4.12. SENIORITY

4.12.1. Seniority of employees in a post shall be reckoned with reference to the date of their regular appointment in that post, the employee appointed on regular basis earlier being senior to the employee regularly appointed subsequently.

4.12.2. In case of regular appointment of two or more employees in the same post on the same date, the employee senior in age will be reckoned as senior.

4.12.3. If a junior employee gets promotion to a higher post before his senior, the junior employee getting promotion will become senior by virtue of his earlier promotion to the higher post. Inter se seniority of employees promoted on the same date will be determined with reference to their *inter se* position in the merit list/ panel for promotion to the higher post.

4.13. PROMOTION POLICY

4.13.1. In the last week of March every year, HR Department will prepare a list of existing/ anticipated vacancies in each Department.

4.13.2. In the first week of April every year, HR Department will prepare a list of employees eligible for promotion against the existing/ anticipated vacancies as per the Promotion Criteria laid down below, and constitute Committees for Consideration for Promotion (CCP) for various categories of vacancies with the approval of CEO&MD.

PROMOTION CRITERIA FOR EXECUTIVES

Promotion Post	Feeder Post	Minimum experience required in feeder post to become eligible for promotion
Sr. Executive	Executive	Successful completion of 02 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of GOOD.
Asst. Manager	Sr. Executive	Successful completion of 02 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of GOOD.
Manager	Asst. Manager	Successful completion of 03 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of VERY GOOD.
Sr. Manager	Manager	Successful completion of 03 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of VERY GOOD.
AGM	Sr. Manager	Successful completion of 04 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of VERY GOOD.
DGM	AGM	Successful completion of 03 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of VERY GOOD.
GM	DGM	Successful completion of 03 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of OUTSTANDING.
CFO/VP	GM/PME	Successful completion of 05 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements as required along with CCP recommendation on the prescribed benchmark of OUTSTANDING.

PROMOTION CRITERIA FOR NON-EXECUTIVES

Promotion Post	Feeder Post	Minimum experience required in feeder post to become eligible for promotion
NE2	NE1	Successful completion of 06 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements and CCP recommendation on the prescribed benchmark of AVERAGE.
NE3	NE2	Successful completion of 04 years of regular and continuous service shall be eligible for promotion subject to meeting the educational requirements and CCP recommendation on the prescribed benchmark of AVERAGE.

Note:

1. The criteria for promotions will be merit-cum-seniority and educational qualifications.
 2. Mere possession of requisite experience in the feeder post does not confer right to promotion. Promotion will be further subject to being eligible in all other respects, availability of vacancies in the higher post and inter se merit and educational qualifications of eligible employees.
 3. An employee who is under suspension or against whom charge sheet has been issued, will not be eligible to be considered for promotion until reinstatement/ exoneration.
 4. Filling of the vacancies or new positions will be made through a combination of fresh recruitment and by promotion of the existing employees based on their eligibility. 50% of the vacant positions will be filled through promotion of the existing employees and 50% through fresh recruitment. However, at a given point of time if sufficient number of eligible candidates are not available for promotion within the organisation, the positions may be filled through fresh recruitment. Further, if the vacant positions are only one or in odd numbers, preference would be given for filling the same through promotion if sufficient number of eligible candidates are available, else through fresh recruitment.
- 4.13.3.** Meetings of CCP will be held in the third week of April every year. Meeting of CCP will be held for the highest post in each Department first, so that the resultant vacancies arising due to resignation or requirement of additional manpower are taken into account by CCPs subsequently.
- 4.13.4.** In order to be able to stick to the timelines, it will be ensured that annual appraisals are received in HR Department by the 15th of April every year.
- 4.13.5.** Existing vacancies and vacancies arising during April to September in a year will be filled by appointment of recommended persons next on merit list for the same

year. Vacancies arising during October to March will be filled by employees to be recommended by CCP in the following April.

4.14. PROCEDURE TO BE FOLLOWED BY CCPS

- i. CCP will award rating to each employee being considered for promotion.
 - a) CCP will carefully evaluate the Annual Appraisals of the eligible employee in the feeder post for the last as many years as are equal to the eligibility period for promotion. Based on its assessment, CCP will award rating for Annual Appraisals in accordance with clause 12.10 of HR policy.
 - b) To give consideration to seniority, weightage for each completed year or services in the feeder post.
 - c) Names of the employees considered by CCP will be arranged on merit in the descending order of aggregate marks for annual appraisals, length of service in the feeder grade and educational qualifications.
 - d) CCP will take decisions by consensus.
 - e) Panel of names of persons found suitable for promotion will be utilized for filling the posts.
 - f) The panels for promotion will be uploaded on intranet for information of the employees concerned.
 - g) Promotions of empanelled employees will be made against existing vacancies in the promotion posts effective from 01st April without disturbing their seniority in the feeder post. Empanelled employees appointed subsequently till 30th September against future vacancies will, however, rank junior to the employees promoted before them on an earlier date and their promotions will be effective from the date of actual appointment to the higher post.

4.15. APPEALS REGARDING PROMOTION

Any employee aggrieved by the decision regarding his/ her promotion may submit a representation to HR Department through his/ her Branch Head **within 5 days** from the date of uploading of the promotion panel on intranet. HR Department will consider the representation, in consultation with the Branch Head concerned, if considered necessary, and place it before CEO&MD within ten days from the date of receipt, for final decision by CEO&MD. Any promotion ordered either before receipt of the representation within the prescribed period or during pendency of the representation, will be deemed to be subject to outcome of the decision on the said representation.

4.16. ANNUAL INCREMENT AND RAISE ON PROMOTION

A uniform rate of 3% of Basic Pay will be applicable for both annual increment as well as promotional increment. For e.g. If an employee is given a promotion in a particular year, he/she shall be paid 3% as annual increment on Basic Pay and another 3% as promotional increment on Basic Pay itself. The amount of increment will be rounded off to the next Rs. 10.

Stagnation Increment: In case of reaching the end point of pay band, an executive would be allowed to draw stagnation increment, one after every two years up to a maximum of three such increments provided the executive gets a performance rating of 'GOOD' or above.

4.16.1. Organisational Structure of NICDC

