

CONFIDENTIAL

**EMPLOYEES' STATE INSURANCE CORPORATION**

**JOB EVALUATION  
& MANPOWER STRUCTURE**

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MAY 1984



CONSULTING & APPLIED RESEARCH DIVISION  
**ADMINISTRATIVE STAFF COLLEGE OF INDIA**  
BELLAVISTA : HYDERABAD

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CHAPTER 15

RECRUITMENT AND PROMOTION POLICIES

1.1 PRESENT SITUATION

1.1.1 The recruitment and promotion policies for an organisation have an important bearing on the quality of man-power. policy parameters in regard to these also affect the growth of the employees within the organisation. As such an examination of policies and practices in regard to recruitment and promotion for the numerically dominant cadres in the corporation was made by the study team. The situation as emerging is presented in the succeeding paragraphs.

1.1.2 Apart from certain specific posts, direct recruitment is done at the level of junior class I (scale Rs.700-1300), class II (scale Rs.650-1200), class III (non ministerial) (Scale Rs.550-900), class III (ministerial) (Scale Rs.260-400) and class IV (scale Rs.196-232).

1.1.3 In the case of junior class I, direct recruitment is made through UPSC and is limited to 50% of the available vacancies. Remaining 50% vacancies are filled up from amongst departmental candidates on promotion. The same system applies for class II appointments in the scale of Rs.650-1200. In case of direct recruitment the essential qualifications and experience required for both the appointments are degree plus 5 years experience. Desirable criteria include knowledge of social insurance or labour problems. In

both cases, for departmental candidates, the eligibility is 3 years service in the next lower grade. Vacancies against promotion in both cases are processed through the DPCS. For direct recruitment, the UPSC generally holds written competitive examination followed by an interview. For both the appointments, vacancies are advertised by the UPSC.

15.1.4 In the case of Insurance Inspectors/Manager Grade II Appointments, the essential qualifications for direct recruitment are degree with 3 years experience. One third of the vacancies are filled up through direct recruitment and the remaining two third by promotion. Vacancies for direct recruitment are advertised in 'Rozgar Samachar'. The candidates are given a written test in general English, Essay, Drafting and Arithmetic as well as general knowledge.

15.1.5 In the case of IDCS, the minimum educational qualification is matriculation and recruitment is made from amongst candidates sponsored by the local employment exchanges. 25 percent vacancies are filled internally by selection from peons. In both cases, the candidates appear for a written test in English, general knowledge and arithmetic.

## 15.2 RECOMMENDATIONS

15.2.1 On the basis of the analysis presented in various parts of the report, certain appointments in the scale of Rs. 650-1200 such as ARD, SO, Dy. Accounts Officer etc. in regions and Headquarters have been recommended for upgradation.

to DRD level. It is proposed that this change-over should be in a phased manner. The existing incumbents who fulfill the eligibility criteria and are duly approved by selection as subsequently proposed may be promoted to the grade of Rs.700-1300 to the extent of 50% of additional upgraded posts. The remaining 50% upgraded posts may be held by officers in the grade of Rs.650-1200 as an interim measure and as and when posts become available through separation etc., these be filled through direct recruitment only till the 50% parity is reached; after which 50:50 formula can operate normally.

2.2 We also believe that officers in the grade of Rs.700-1300 would provide a pool of talent for filling up senior appointments in the Corporation in the days to come. Effective measures to improve the quality of intake at this level would help the corporation to develop the managerial talent guide its activities with credit in the difficult times ahead. As such their direct recruitment should be used for inducting suitably qualified and well-endowed young people into the organisation. We, therefore, recommend the following changes in the recruitment regulations for direct recruitment at this level:-

- a) Besides the essential qualification of a degree from a recognised university or equivalent, post-graduate degrees like MBA (social security, finance, personnel) MSW, Law etc. should be added as desirable qualifications.

- b) ~~the age limit should be reduced to that applicable for direct recruitment for central class I services, presumably 26 years.~~ This may be relaxed upto 30 years for ESIC employees.
- c) Experience should not be insisted upon for external candidates.
- d) The vacancies should be given wide-publicity in the national newspapers and recruitment made through a system of competitive examination and interview. ~~The inductees should be given one year's probationary training covering social security, management and internal working, systems and procedures of the ESIC.~~
- e) To ensure that fresh blood does find its way into the ESIC, atleast 2/3rd of direct recruits should be professionally qualified freshers.

15.2.3 The appointments of Manager grade I in local office are such where indepth knowledge of working of ESIC and organisational experience are great assets. It is recommended that these posts should be filled only by promotion. To improve quality profile at this level, it is recommended that 25% vacancies may be filled on the basis of merit, 25% on the basis of merit-cum-seniority and 50% on the basis of seniority-cum-fitness. This would also enhance the rapid growth opportunities for the internal employees.



- 2.4 It is however, considered that experience in local offices would be desirable for direct recruits in the grade of Rs.700-1300. To this end, fresh entrants in this grade may be attached to local offices for a specified period during training under the control of Regional Director/Training officer.
- 2.5 In most of the jobs in the grade of Rs.550-900 in insurance administration, indepth knowledge of the functioning of ESIC and experience in the organisation would be an asset. This level however can also be made an induction point for fresh blood into the organisation. We, therefore, propose that direct recruitment at this level be, continued but reduced from its present level of  $33 \frac{1}{3}$  to 25%. This will also increase the growth opportunities for the subordinate staff. To encourage meritorious candidates, at least 25% of promotion vacancies should be filled on the basis of merit. Promotion to this grade should be open to all categories in the grade Rs.425-700 including Hindi Asst/PA etc.
- 5.2.6 The direct recruitment vacancies should be widely advertised and to enable recruitment of professionally qualified young persons. Requirement of experience should be dropped. The existing age limit of 25-30 years may continue.
- 5.2.7 It is also recommended that for the recruitment of LDCs, the corporation, in addition to calling for the candidates from Employment Exchanges should also invite open applications through advertisement in selected media. This would enable the corporation to cast a wider net and thus succeed in improving the profile of inductees.

promotion from UDC to Asst. should be on merit for 25% of the vacancies.

Direct recruitment in the stenographers cadre is made at the level of stenographer (Scale Rs.330-560) & PA (Scale Rs.425-700). The recruitment criteria only differ in respect of shorthand and typing speed as below:

<u>Category</u>	<u>shorthand speed</u>	<u>Type speed</u>
Stenographer	100 W PM	40 W PM
PA	120 "	50 "

It is suggested that direct recruitment of PAs may be resorted to only if internal candidates cannot meet the specified test requirement.

2.10 Whilst we are sympathetic to the progression aspirations of the employees and the view that the benefits of growth in an organisation should be shared by its employees, we also believe that for certain specific requirements qualified and experienced persons with necessary skills only should be recruited in the larger interest of the organisation. ESIC should internally search where such a course should be adopted and in case the corporation would like to encourage its own employees then it must give potential incumbents suitable exposure by way of training and experience in related subjects. Examples of such relatively specialised activities are public relations, O & M, Management Services, Training etc.

2.11 The corporation should also evolve objective methodologies for assessment of merit before promotion.