

Multi-Disciplinary Course (MDC) in Public Administration
Semester III PUB-MDC- 3 - 301
Civil Services in India

Unit - III Chapter - 8 Promotion

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Objective

The objective of this chapter is to make the students understand:

1. The Concept of Promotion;
2. Importance of Promotion;
3. Promotion Policy;
4. Principles of Promotion;
5. Promotion System in India;
6. Recommendations of Pay Commissions and Administrative Reforms Commission; and
7. Shortcomings of the Promotion System in India.

Introduction

Promotion is an integral part of the personnel policy of an organisation. It is the placement of personnel in higher and senior positions of responsibilities after putting in a certain number of years at a particular position. Promotion is also a reward that is given for an employee's hard work at a particular position. An employee is promoted through Seniority, Merit or Both.

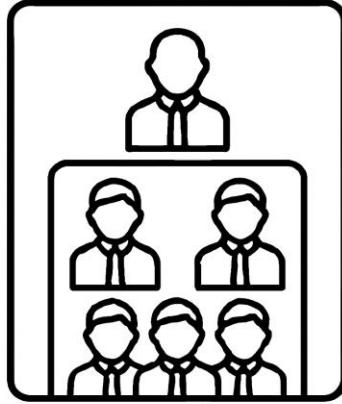
Definitions

Employees of an organisation are promoted to higher positions after they show competence and have spent a certain number of years in a particular position. Let us now understand the meaning of promotion. Following are some definitions of promotions:

- **Merriam Webster:** According to Merriam Webster dictionary, 'Promotion is the act or fact of being raised in position or rank'.
- **Pigors and Myers:** Promotion is an advancement of an employee to a better job that gives him greater responsibilities, more prestige, or status, greater skill and it is accompanied by an increased rate of pay or salary.
- **L. D. White:** Promotion implies an appointment from a given position to a position of higher grade involving a change of duties to a more difficult type of work and greater responsibility that is accompanied by a change of title and usually an increase in pay.
- **William G. Torpey:** Promotion is a movement of an employee from one position to another position having a higher grade or a higher minimum salary. It also involves the increased duties and responsibilities for the employee.

Promotion is thus an advancement in a person's position and status within the public service. A raise in the salary accompany it.

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Importance of Promotion

A well-developed and sound promotion policy goes a long way in attracting eligible and capable people to the organisation / public services. Capable people joining organisations help in taking the organisations/public services to greater heights. Along with organisational growth, the employees working in the organisation also grow personally. Promotion is an important device that helps in the employees' personal growth by giving them a chance to occupy senior positions with more responsibilities. If an organisation ignores the promotion policy, capable employees may leave the organisation and join other organisations. In all career services where the employees join at a younger age and stay in the job till retirement, promotions are of utmost importance. Following are some reasons in which promotions are essential and are needed in the civil services or other organisations:

1. **Helps in Retaining Capable Employees:** Periodic promotions during an employee's career help in retaining a capable and qualified person in the job, which he may otherwise leave in the absence of a sound promotion policy.
2. **Reward for Hard Work:** Promotion acts as a form of reward which is given to an employee in case he works hard to achieve organisational goals.
3. **Makes Service Attractive:** A sound promotion policy helps to attract capable, qualified and motivated individuals to career service. Good lines of promotion help people to reach senior positions after joining at the required entry level.
4. **Personal Growth and Development:** To get promoted, the employees will endeavour to enhance their qualifications. Promotion also leads to the growth and personal development of the employees, along with the development of the organisation.
5. **Sense of Belongingness:** In a career service, promotion helps in bringing a sense of belongingness in the employees and also helps in making them loyal to the organisation/public service.
6. **Acts as a Motivator:** Periodic promotions in an organisation or public service help in motivating the employees to work hard and reach higher levels in due course.
7. **Prepares for Higher Positions:** In a career service, people join the public services/organisations and are promoted to higher positions based on their Seniority or performance. It helps in preparing the employees to shoulder more responsibilities when they are placed at the senior levels.
8. **Recognition for Hard Work:** Promotion provides a mechanism of recognising the hard work of the employees and placing them at senior positions.

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- 9. Brings Efficiency, Effectiveness and Efficacy:** Promotion of the employees helps in bringing efficiency, effectiveness and efficacy in their functioning and overall improvement in the services provided by the public services/organisations.
- 10. Helps in Raising Morale:** Proper and distinct lines of promotion in public services/organisations help in maintaining and raising the morale of the employees and give them a chance to occupy senior positions or head the organisation.
- 11. Checks Stagnation:** Clear lines of promotion help the employees by making them feel empowered and energised. It helps them move to higher responsibilities within the organisation/public services. The fear of stagnation at a particular level for their entire career is checked.

Promotion Policy

People join organisations/civil services and spend a significant part of their lives in them. The Civil Service, a career service, provides employees opportunities for their personal growth and progression, besides the growth of the organisations and institutions. To enable people to grow in the organisations/civil services, they need to be rewarded through timely promotions for being efficient and effective in their work. Therefore, every organisation/civil service requires a good and fair promotion policy to attract and retain its personnel. Following are the essential elements of a sound promotion policy:

- a. Well-defined classification of the Civil Services.
- b. Planned promotion policy as averse to unpredictability.
- c. Arrangement of posts in a hierarchical order.
- d. Clear and well-defined lines of promotion in civil services.
- e. Selection committees to make promotions.
- f. Defined methods of promotion for different services and levels within the services.
- g. Knowledge of vacancies for promotion to all eligible employees.
- h. Identified methods to determine the relative merit of the eligible employees.

Principles of Promotion

Organisations have pyramidal structures that are broad at the base and taper to a single point at the top. So the number of employees reduces as we go up the organisational ladder. It also means that the organisations / public services need to identify principles on which the employees will be promoted. The promotion system needs to be fair and equitable, giving everyone a chance to be promoted to senior positions within the services. There are two principles of Promotion, i.e., Principle of Seniority and Principle of Merit. These two principles and their combination help in promoting employees of the public services/organisations. The principles of promotion that the organisations commonly use to promote their employees are as follows:

- I.** Principle of Seniority
- II.** Principle of Merit
- III.** Principle of Seniority cum Merit

- I. Principle of Seniority:** The Principle of Seniority for promoting the employees of an organisation/public services means that the person whose length of his service is more is given

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preference over the others in promotion. A seniority list of all the employees in the public services/organisations is made, and based on that seniority list, they are promoted. The employees to be promoted may be placed in the same organisation or different organisations. Seniority is decided as per the joining of a person in the service. If the date of joining is the same, then the age of an employee decides the Seniority. Determining Seniority is not easy in public services where the number of employees is enormous. Generally, a central agency/personnel agency is involved in determining the Seniority of the employees. In case there is a conflict in the Seniority of the employees, they can approach the appellate authorities.

Advantages

Seniority as a principle of promotion based on the length of service of an employee is considered a simple system that can be administered quickly. It has the following advantages:

1. **Simple:** The seniority principle is easy to understand and administer, as it is easier to determine the length of service of the employees to be promoted. Generally, the date of joining and age, if the date of joining is the same, are sufficient to encourage employees/personnel.
2. **Just System:** Promotion based on the Seniority principle is considered to be a just system. This principle ensures that employees will be promoted when they acquire the required level of Seniority, and no employee will be excluded.
3. **Automatic System:** Promotion based on Seniority is considered to be an automatic principle of promotion wherein the employees are promoted whenever they are due to be promoted.
4. **Experienced Seniors:** As promotion is decided based on the length of the employee's service, more experienced persons will be promoted and occupy senior positions. A younger person above the older person may create problems in the organisation.
5. **Raises Morale:** As all employees are assured of promotions whenever they have the requisite level of Seniority, this principle has a positive impact on the morale of the employees.
6. **Lower Employee Turnover:** As the principle of Seniority provides a career service due to clearly identified lines of promotion, it will result in lower employee turnover in the organisation. The employees would like to continue in the organisation / public services to reach higher positions.
7. **Less Political Interference:** As a person's joining and subsequent length of service are the determining factors in promotions, political interference is minimal.
8. **Better Inter-Personal Relations:** The interpersonal relations within the organisation/public service will be good as everyone's promotion is due as per her/his Seniority or length of service. Unhealthy competition can be avoided under this principle.
9. **Better Employer-Employee Relations:** The employer-employee relations, too, will be good in organisations adopting Seniority as a principle of promotion. It will lead to fewer strikes or conflicts between them.
10. **Less Bias:** As under the seniority principle of promotion, the Seniority of the employees is predetermined and known to all. Bias, nepotism and corruption can be avoided.

Disadvantages

Seniority, as a principle of promotion based on the length of service of employees/public servants, has several advantages. However, it has several disadvantages as well, as it overlooks the merits of employees. Following are the disadvantages of Seniority as a principle of promotion:

1. **Lack of Efficiency:** As employees are promoted only on the length of their service rather than their efficiency or effectiveness, they may not be the most efficient or effective, thereby hampering the growth and development of the whole organisation/service.

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2. **Merit is Ignored:** Seniority as a principle of promotion will result in merit or exceptional merit of a junior employee being ignored and not rewarded. Many meritorious junior employees may feel frustrated and leave the organisation/services due to this factor.
3. **Lack of Excellence:** Since merit is not given due consideration in the organisation/public service, the chance of a less competent employee heading the organisation may be on the higher side, thereby bringing mediocrity rather than excellence in the functioning of the organisation.
4. **Not Suited for Public Services:** The Seniority principle of promotion, giving a chance to everyone to be promoted, may not be the best system for the civil services. Inefficiency and ineffectiveness in providing services to the people can hamper the implementation of the principles of good governance.
5. **Challenges in Technological Upgradation:** It may be challenging to incorporate technological advancements in the organisations, as senior people in the organisation/public services may be technologically challenged to handle greater responsibilities in technology-driven systems.
6. **Complacency:** Due to the principle of Seniority in the promotion of employees and security of service in the public services, employees may become complacent and lethargic in performing their duties. Such complacency may lead to inefficiency and ineffectiveness in the functioning of the public service/organisation.
7. **Discourages Creativity and Innovation:** Seniority as a principle of promotion, wherein merit is not given due consideration, discourages creativity and innovation. Employees feel that even if they do their best or innovate, they may not be promoted to a higher position till their turn comes. Either they leave the organisation or work in a lacklustre manner, thus bringing the level of their work down.
8. **Conflicts:** Despite the Seniority principle being easy to administer, in large organisations/public services, it may lead to conflicts due to the method of determining the relative merits of the employees.
9. **Not All Promoted:** Even in this system, not all persons can get promoted due to fewer positions at the higher levels.

II. Principle of Merit: The Principle of Merit for promoting the employees of an organisation/public services means that the most qualified, competent and meritorious employee is promoted to the higher position. Under this principle, the merit of an employee and not his length of service is the criterion for promotion. The merit of an employee is determined either by examination or by interview or by both examination and interview. The examination for determining the merit may be of a qualifying type or a competitive type, followed by an interview. Generally, a central agency/personnel agency is involved in ascertaining the relative merits of the employees to be promoted in the organisational hierarchy. Following are some advantages of Merit as a principle for promoting employees.

Advantages

Merit principle of promotion is based on the relative competencies of the employees and not the length of their service. It has the following advantages:

1. **Competent Senior Functionaries:** An organisation needs meritorious personnel at senior positions rather than older and more experienced ones. Merit principle enables the organisation/public services to promote competent and most meritorious employees to senior positions.

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2. **Motivates Employees:** Merit as a principle of promotion helps in motivating employees at all levels. They put in their best effort to achieve the organisation's goals. If competent, they can look forward to being appointed and placed at senior positions earlier rather than waiting for their turn as in the case of Seniority as a principle of promotion.
3. **Promotes Initiative and Creativity:** Generally, meritorious people are more creative and take the initiative to do the work. Promoting on the principle of merit helps in fostering initiative and creativity among employees, as their merit will be recognised during a promotion.
4. **Less Flight of Talent:** In organisations having a promotion system based on Seniority, the meritorious employees feel stifled and leave the organisations rather than waiting for their turn to be promoted in due course. Meritorious and competent employees will not feel stifled and leave the organisation. The organisation will achieve greater heights due to their merit.
5. **Increase in Efficiency & Effectiveness:** As the employees know that their promotion is based on merit and not just the length of service, they will strive to be meticulous in their work. Each individual's competency will increase the efficiency and effectiveness of the organisation and also raise its productivity.
6. **Introduces Spirit of Competition:** As merit is the principle of promotion, the employees will strive to be meritorious. This principle introduces a spirit of competition to do best amongst the employees, and they work with total efficiency and effectiveness.
7. **Objective System:** Merit as a criterion helps in promoting objectivity in promotions. Merit is determined by a system of examinations or interviews, or both.

Disadvantages

Merit as the principle of promotion has many advantages, but it is a complex process compared to the principle of Seniority in promoting employees. The seniority principle is more or less automatic, but determining merit is a significant issue in the merit principle. Following are the disadvantages of merit as a principle of promotion:

1. **Challenging to Determine Merit:** In a larger organisation or in the public services where the number of employees is large, it is difficult to determine the relative merits of all the employees. Methods to determine merit will also have to be judicious to measure the performance of the employees.
2. **Young over Old:** Merit as a principle of promotion leads to placing relatively junior employees over senior ones. Due to this, the older employees do not feel comfortable taking orders from the younger ones. It may also lead to frustration amongst the older employees and lead to conflict within the organisation/public service.
3. **Corruption and Bias:** In the seniority principle of promotion, as the length of service is the criterion for promotion, the chances of bias and corruption are less. An employee is promoted on his turn, but in the case of merit-based promotion, corruption, nepotism, and prejudice in determining the relative merit of employees cannot be ruled out.
4. **Less Experienced Seniors:** In merit as a principle of promotion, junior employees may be placed in a senior position due to their being meritorious. The junior employee/s may have all the required merit, but they may lack the experience to handle responsibilities at the senior level. Senior-level positions require both merit and requisite seniority.
5. **Unhealthy Competition:** Merit as a principle of promotion may also lead to unhealthy competition amongst the employees of an organisation/public service, as the employees will forever compete with each other. There may be continuous efforts to outdo each other, leading to conflict and unhealthy competition.

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6. **Exclusion of Older Employees:** In merit as a principle of promotion, the young employees fresh out of colleges and universities may be more technologically trained and competent. Senior, older and experienced persons may not be able to compete with the junior employees and hence may be excluded from higher positions.
7. **Conflict:** As stated earlier, it may be challenging to determine the best method to determine the relative merits of the employees in large organisations. It may result in conflict within the organisation if there are no identifiable methods to determine merit. Sometimes dubious methods are employed.

Methods of Determining Merit

To make the 'Merit Principle of Promotion' objective, the civil services and organisations need to determine some methods to assess the relative merits of the employees. Following are some such methods:

- a. **Written Examination:** Determining the relative merits of the employees working in an organisation/public services is a challenging task. One such way is conducting written examinations. A written examination may be followed by an interview to determine the relative merits of the employees. The written examination can be of the following two types:
 - i. Qualifying Examination; and
 - ii. Competitive Examination.

The Qualifying Examination does not determine the relative merits of the employees. It merely qualifies a person for consideration for a senior position. The qualifying examination is followed by an interview to determine the merit of the employee.

The Competitive Examination determines the relative merit of the employees. Employees may be promoted based on relative merit, as determined by a written examination, or an interview may follow to select the most meritorious candidate for the position.

Written examinations can be conducted at the departmental level or by a personnel agency across multiple departments.

- b. **Judgement of the Head of the Department/Senior:** Judgement of the immediate senior or the head of the department is considered to promote the employees. As the head of the department is in constant and continuous contact with the employees, he may be able to determine the most suitable candidate for promotion.

This system is not entirely objective and is based on the subjective judgment of the superior or head of the organisation. The personal judgment may be good, or it may not be very objective. Biased judgment may lead to frustration among employees, potentially even resulting in the loss of talent from the organisation.

Personal judgment of the superior or head of the organisation, along with the past record, helps in the promotion of the employees.

- c. **Efficiency Rating:** The Efficiency Rating System helps in scientifically judging the efficiency of the employees based on specific parameters. The parameters include knowledge of work, personality, judgement, initiative and willingness to take responsibility. The employees are rated on these parameters in the following manner in our country:
 - i. Outstanding
 - ii. Very Good
 - iii. Satisfactory
 - iv. Indifferent

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v. Poor

Those with 'Outstanding' are promoted first, followed by 'Very Good' and 'Satisfactory' depending upon the vacancies.

Efficiency Rating is based on the past performance records that are maintained by the personnel departments of the institutions/organisations. These records include the Annual Confidential Report, besides other reports on the efficiency of the employees.

- d. **Viva-Voce/Interview:** Apart from the above three methods to determine the employees' relative merit, a limited or detailed Viva-Voce/Interview of the employees is taken to determine their eligibility for promotion. The viva-voce/interview may be conducted:

- i. After a written qualifying or competitive examination, or
- ii. Without the written examination.

Viva-Voce/Interview enables the seniors/selection panel to judge the practical knowledge and an employee's suitability for the post. It also helps in determining the relative knowledge of the employees for the final selection of the post.

- III. **Seniority-cum-Merit:** Promotion of the employees based on either the Seniority Principle or the Merit Principle has certain advantages and disadvantages. Therefore, the need is to have a foolproof system that strikes the right balance and considers both Seniority and Merit while promoting employees.

Seniority- cum-Merit is the principle that helps combine the advantages of both systems while promoting the employees. As per this system, the following possibilities are there:

- a. The Seniority of the employees is fixed, and the most meritorious employee of those qualifying, subject to being fit, is promoted.
- b. This principle can also be applied by fixing a level of Seniority and then subjecting all to a qualifying or competitive test to promote the best person.

Promotion System in India

In India, the following system of promotion is followed:

1. Seniority is the principle of promotion at the lower levels in the public services.
2. Seniority-cum-merit principle is adopted in the case of middle-level positions.
3. Merit is the principle of promotion to the senior-most positions.

Promotion to All India Services from State Civil Services

As per the All India Services Act, 1951, 33.5% of the senior duty posts in the IAS/IPS/IFS are required to be filled through promotion. Similar provisions apply to the Central Civil Services. Selections are based on the recommendations of the Selection Committees constituted for each state. The Chairman or a member of the Commission is the Chairman of these committees.

Employees are promoted by three modes. (i) Limited departmental competitive examination. (2) Promotion by selection based on merit with due regard to seniority. (3) Promotion by Seniority, subject to the rejection of the unfit.

The Selection Committee considers the cases of State Services officers for promotion to the three All India Services.

State Civil Services

Employees from Group 'B' are promoted to Group 'A' in the State Civil Services. The percentage varies from State to State.

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The Union Public Service Commission has a vital role in promoting employees to higher civil services like the All India Services and Central Civil Services. The selection committees for promoting employees in these services have a member of the UPSC, as well as other senior personnel from the departmental level. Similarly, in the case of State Civil Services, a member /representative of the State Public Service Commission is on the promotion committee.

Recommendations given by the Pay Commissions and the Administrative Reforms Commission

The Pay Commissions and Administrative Reforms Commission have deliberated upon the promotion system in the country. Therefore, let us examine the recommendations given by the Pay Commissions and the Administrative Reforms Commissions.

1. **The First Pay Commission (1947):** The First Pay Commission recommended that both direct recruitment and indirect recruitment (Promotion) to be combined to fill positions in the civil services. It further recommended filling up posts through the system of Seniority in case of lower positions, seniority-cum-merit in the case of middle-level positions and merit as a basis in the senior-most positions in the civil services.
2. **The Second Pay Commission (1959):** The Second Pay Commission also recommended the filling up of higher positions on merit and seniority-cum-fitness for middle and lower-level positions in the civil services.
3. **The First Administrative Reforms Commission:** The First Administrative Reforms Commission, in its Report on Personnel Administration (1969), gave detailed guidelines for promotion. It also recommended the principle of seniority-cum-merit.
4. **The Second Administrative Reforms Commission:** The Second Reforms Commission in its 10th report, Refurbishing of Personnel Administration – Scaling New Heights (2008) advocated for the setting up of Departmental Promotion Committees for promoting the civil services officials up to the level of Selection Grade under the supervision of the Union Public Service Commission. Seniority and Annual Performance Assessment Reports to form the basis of promotion. In the case of middle-level and lower-level officials, the principle of seniority-cum-efficiency is to be applied. At the higher levels, the basis is to be merit with due regard to Seniority.
5. **Fifth Pay Commission Report (1997):** The Fifth Pay Commission recommended the Assured Career Progression Scheme (ACPS) for general government employees. The Commission recommended three time-bound promotions for Group A posts and two time-bound promotions for Group B, C and D posts.
6. **Hota Committee (2004):** Recommended Performance-Based Promotions that preferred performance-oriented promotions rather than seniority-based promotions. It also suggested revamping the Annual Confidential Reports (ACRs) to a performance-based format.
7. **Sixth Pay Commission Report (2008):** The Sixth Pay Commission recommended that the Assured Career Progression Scheme continue with two financial upgrades with certain modifications. ACRs were mostly manual.
8. **Seventh Pay Commission Report (2015):** The Seventh Pay Commission did not alter the existing promotion system. It introduced the Pay Matrix System to replace the Pay Band and Grade Pay System. It also proposed the Modified Assured Career Progression (MACP) scheme, having stricter benchmarks, aiming to address stagnation in career progression. Digital ACRs are promoted.

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Shortcomings of the Promotion System in India

The promotion system in India is criticised due to the following reasons:

1. **Political Interference:** The promotion system in India has a lot of political interference. It happens especially at the higher levels and results in merit being ignored and promoting politically smart employees. It also leads to a senior employee being superseded by a junior employee.
2. **Exclusion of Candidates:** Due to a lack of timely information regarding a promotion, some employees may be excluded from the promotion process.
3. **Inordinate Delay:** Sometimes, the promotion of an employee is delayed for a long time, and this results in lowering the morale of the employees.
4. **Personal Records:** Personal records of the employees get lost as they may not be appropriately maintained, leading to problems in promoting employees.
5. **Importance to Seniority:** Seniority is given more importance than merit, leading to even inefficient employees being promoted to senior positions.
6. **Relative Merits:** In the case promotion is based on merit principle, the method to determine the relative merits of the employees is not foolproof. It can lead to conflict.
7. **Lack of Uniform Promotional Avenues:** Promotional avenues are not uniform in all the services/groups. In Group B and C posts, highly qualified people join but feel stagnated and frustrated due to a lack of promotional avenues. It also results in lowering the morale of the employees of these services.
8. **Role of Public Service Commission:** Several times, the Union and State Governments bypass the commissions during promotions.

Conclusion

Promotion is an integral part of the personnel policy of an organisation. It is an advancement in position and scale of pay for the employees from the lower to the higher positions in an organisation after they put in a certain number of years at a particular position. It is also a reward for an employee's hard work at a particular position and is undertaken by the principle of Seniority, Merit or both.

Important Terms/Concepts/Information

1. **Pigors and Myers:** Promotion is an advancement of an employee to a better job that gives him greater responsibilities, more prestige, or status, greater skill and it is accompanied by an increased rate of pay or salary.
2. **Principle of Seniority:** The Principle of Seniority for promoting the employees of an organisation/public services means that the person whose length of his service is more is given preference over the others in promotion.
3. **Principle of Merit:** The Principle of Merit for promoting the employees of an organisation/public services means that the most qualified, competent and meritorious employee is promoted to the higher position. Under this principle, the merit of an employee and not his length of service is the criterion for promotion.

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4. **Written Examination:** Determining the relative merits of the employees working in an organisation/public services is a challenging task. One such way is conducting written examinations.
5. **Efficiency Rating:** The Efficiency Rating System helps in scientifically judging the efficiency of the employees based on specific parameters. The parameters include knowledge of work, personality, judgement, initiative and willingness to take responsibility.
6. **Viva-Voce/Interview:** Apart from the above three methods to determine the employees' relative merit, a limited or detailed Viva-Voce/Interview of the employees is taken to determine their eligibility for promotion.
7. **Seniority-cum-Merit:** Seniority- cum-Merit is the principle that helps combine the advantages of both systems while promoting the employees.
8. **The First Pay Commission (1947):** The First Pay Commission recommended that both direct recruitment and indirect recruitment (Promotion) to be combined to fill positions in the civil services. It further recommended filling up posts through the system of Seniority in case of lower positions, seniority-cum-merit in the case of middle-level positions and merit as a basis in the senior-most positions in the civil services.
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11. **Sixth Pay Commission Report (2008):** The Sixth Pay Commission recommended that the Assured Career Progression Scheme continue with two financial upgrades with certain modifications. ACRs were mostly manual.

Short and Long Questions

Short Answer Type Questions

1. Define Promotion.
2. Give the importance of Promotion.
3. Write a note on Promotion Policy.
4. Give two features of promotion on the principle of Seniority.
5. Give two advantages of promotion based on the principle of Seniority.
6. Give two disadvantages of promotion based on the principle of Seniority.
7. Give two features of promotion on the principle of Merit.
8. Give two advantages of promotion based on the principle of Merit.
9. Give two disadvantages of promotion based on the principle of Merit.
10. Write two methods to determine Merit.
11. Write a note on the Promotion system to the Civil Services in India.

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12. Write any three shortcomings of the Promotion system in India.

Long Question

1. Define Promotion. Discuss the principles of Promotion with their advantages and disadvantages.

MCQs for Competitive Examinations: <https://forms.gle/FvjKAyo3SmqqAg7s9>

Suggested Readings

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