



Succession Planning

Artificial Limbs Manufacturing Corporation of India





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Preface

A company moves through various stages in its life cycle and formulates various growth strategies and business policies to deal with changing business and economic environments, the issue of leadership becomes critical and with it, the related issue of succession. While the dynamics may differ between companies, succession planning essentially needs to look ahead and plan appropriately to ensure that there is continuity and the right kind of leadership in the business, both at executive and non-executive level.

The importance of good succession planning is accepted by all the corporations, and numerous discussions have defined the criteria and benefits of building a long-term strategy for succession. *But what is the reality on the ground and what are the challenges?* These are some of the questions that we have put forward through this report on succession planning in “*Artificial Limbs Manufacturing Corporation of India*”.

What emerged from this report is the need to develop succession planning as a continuous rather than a reactive process. This applies to succession at the executive level and non-executive level. It is relevant to succession for the Chairman & Managing Director level and succession for the next layer of people who report to the Chairman & Managing Director. The plan involves identifying potential leadership vacuum in the next five year i.e. from 2017 to 2021 at both executive and non-executive level, developing them and encouraging them to look beyond their immediate responsibilities. This will translate into vision building, better teamwork and successful performance both for the individual and for the company. And to ensure –“*the right people, in the right place at the right time*”.



1. Introduction:

- a. Artificial Limbs Manufacturing Corporation of India (ALIMCO) is a Schedule 'C' Miniratna Category II Central Public Sector Enterprises, registered under Section 8 (Not for Profit motive) of the Companies Act 2013, (corresponding to Section 25 of the Companies Act, 1956) is functioning under the Administrative Control of Ministry of Social Justice & Empowerment, Department of Empowerment of Persons with Disabilities.
- b. It is 100% owned Govt. of India Central Public Sector Enterprises. with an objective of benefiting the disabled persons to the maximum extent possible by manufacturing Rehabilitation Aids for persons with disabilities and by promoting, encouraging and developing the availability, use, supply and distribution of Artificial Limbs and other Rehabilitation Aids to the disabled persons of the country. Profitability is not the motive of the operations of the Corporation and its main thrust is in providing better quality of Aids & Appliances to larger number of disabled persons at reasonable price. The Corporation started manufacturing artificial aids in 1976. It has four Auxiliary Production Centres (AAPCs) situated at Bhubaneswar (Orissa), Jabalpur (M.P.), Bengaluru (Karnataka), and Chanalon (Punjab). The Corporation has four Marketing Centres at New Delhi, Kolkata, Mumbai, & Hyderabad and one Outreach Centre at Guwahati.

2. About Succession Planning:

- a. Succession planning is identifying successors for future vacancies. It is often summarized as the right people, in the right place at the right time.
- b. Succession Planning = identify and develop potential successors for key positions. Succession planning is not like replacement planning, which grades an individual on the basis of his/her past performance. It is predictive in judging an individual for a position he or she might never have been in.
- c. Succession Planning is based on an organization's priorities. Once these priorities have been established human resources can assist management with gathering pertinent data. What are the related issues? It may be a recruitment issue or a retention issue. The organization may have concerns with knowledge management or staff development. One size does not fit all and needs to be tailored to the agency or unit.
- d. Succession planning should be thought of as a continual process based on the strategic plan, involves setting the direction, obtaining data, and setting priorities. It is based on the established priorities, involves identifying the position(s), developing solutions, implementing solutions and monitoring and evaluating its impact on the workforce plan.
- e. The nature and scope of succession planning differs as per the organisation. Some organizations concentrate on identifying and grooming replacements for only high-level positions. Other organizations identify key positions to preserve and enhance institutional knowledge, learned from experience. The level in the organization is not an issue.

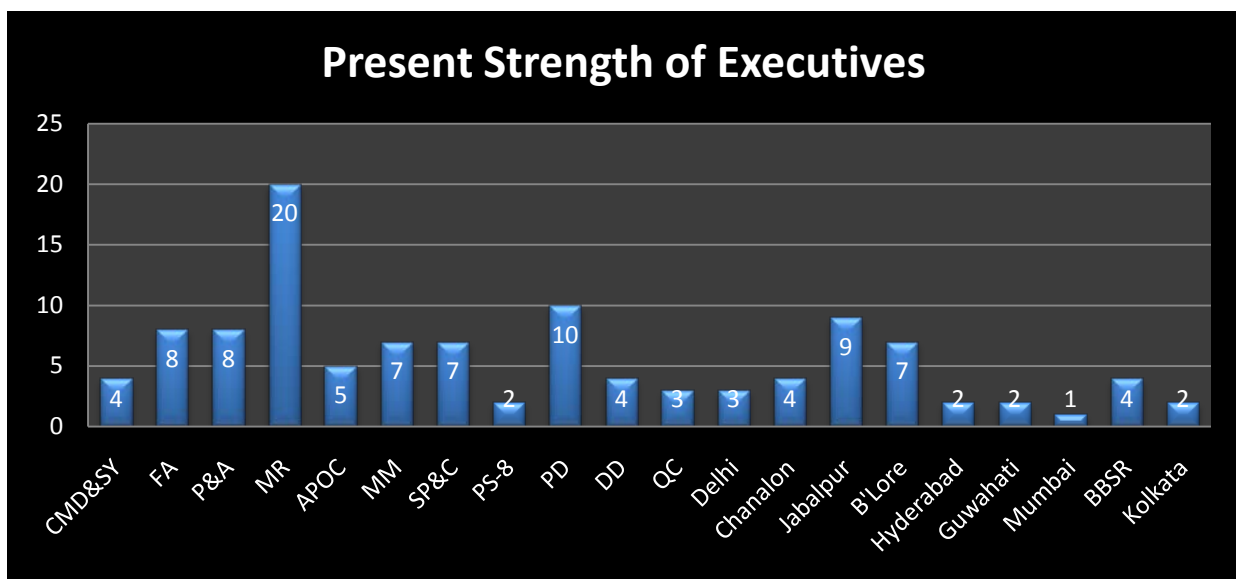


- f. Thus Succession planning enables companies the opportunity to break from the linear path and give new life to the creative ability of their leaders which can peak and then move down the arc over time. Hence, succession may not always result in smooth change for an organization, but could give rise to discontinuous, though not necessarily disruptive change. If companies understand this, they will begin to view succession planning as a necessity for growth, rather than simply a question of filling a leadership gap.

3. Objectives of Succession Planning:

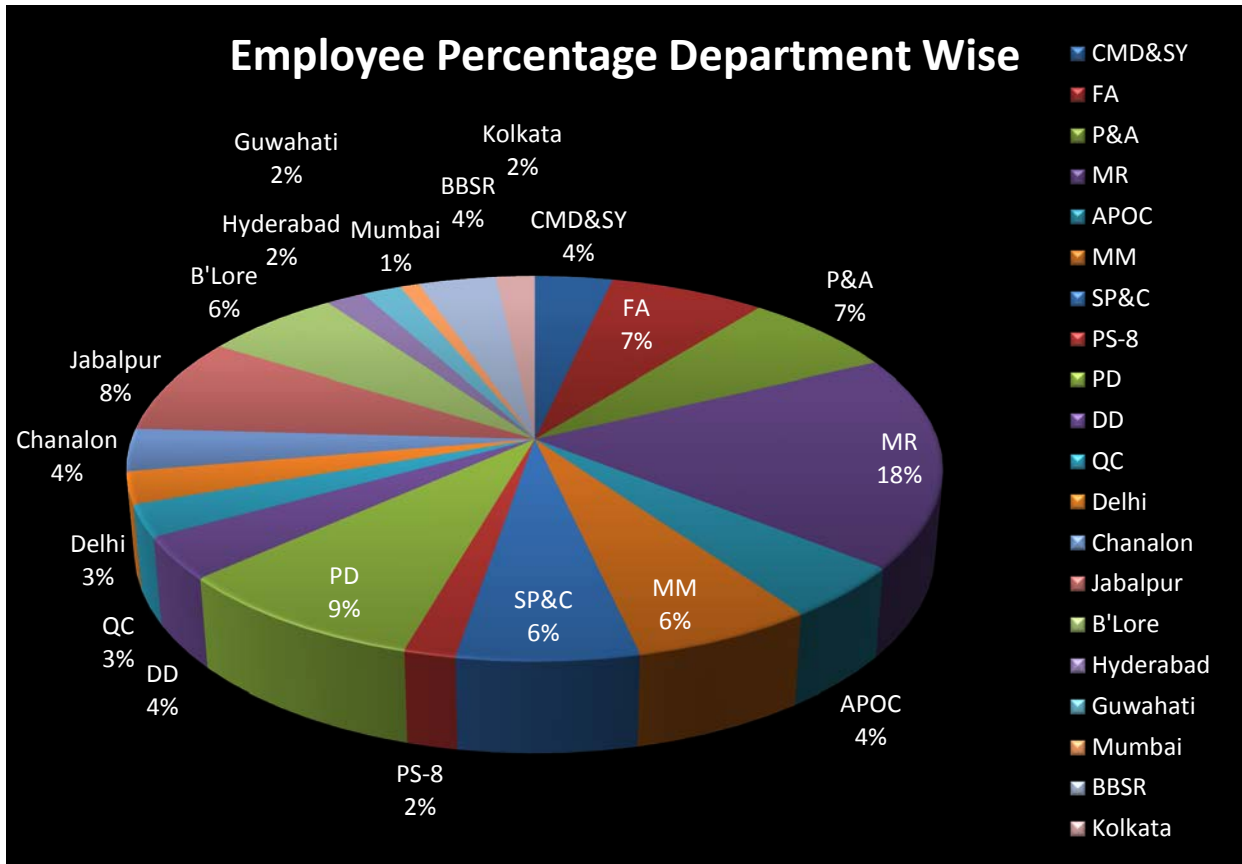
- a. To meet manpower requirements of the Corporation in terms of the approved Human Resource Plan or Business Plan and thereby supporting the endeavour of the Corporation to keep its customers & stakeholders satisfied for business initiatives.
- b. To fulfil requirements of competent personnel in terms of requisite capabilities, skills, qualifications, aptitude, merit and suitability with a view to fulfil Corporation’s objectives.
- c. To attract, select and retain the best talent available keeping in view the changing needs of the organization.
- d. To ensure an objective and reliable system of selection.
- e. To ensure placement of the right man on the right job at the right time.
- f. To provide suitable induction points for intake and thereby achieve the desirable level of qualification, skill and age mix as required to strengthen the Human Resource of the Corporation.

4. Present Strength of Executives (Department Wise):The present strength of executives in the corporation (department wise) is represented in the chart below:

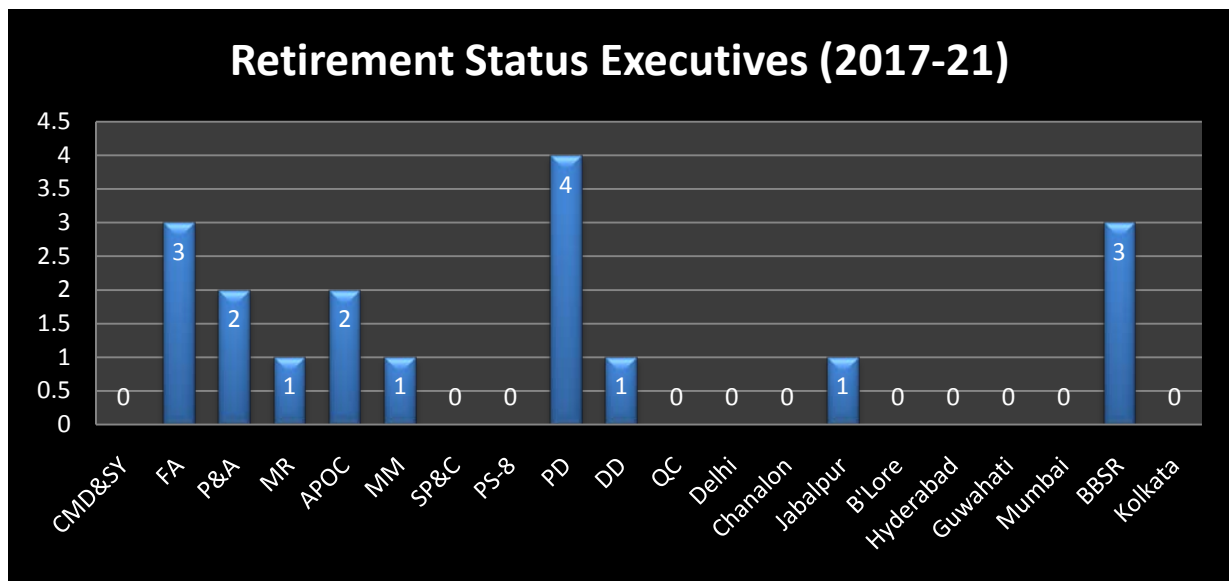




a. The percentage breakup of employees (executives) in each department:



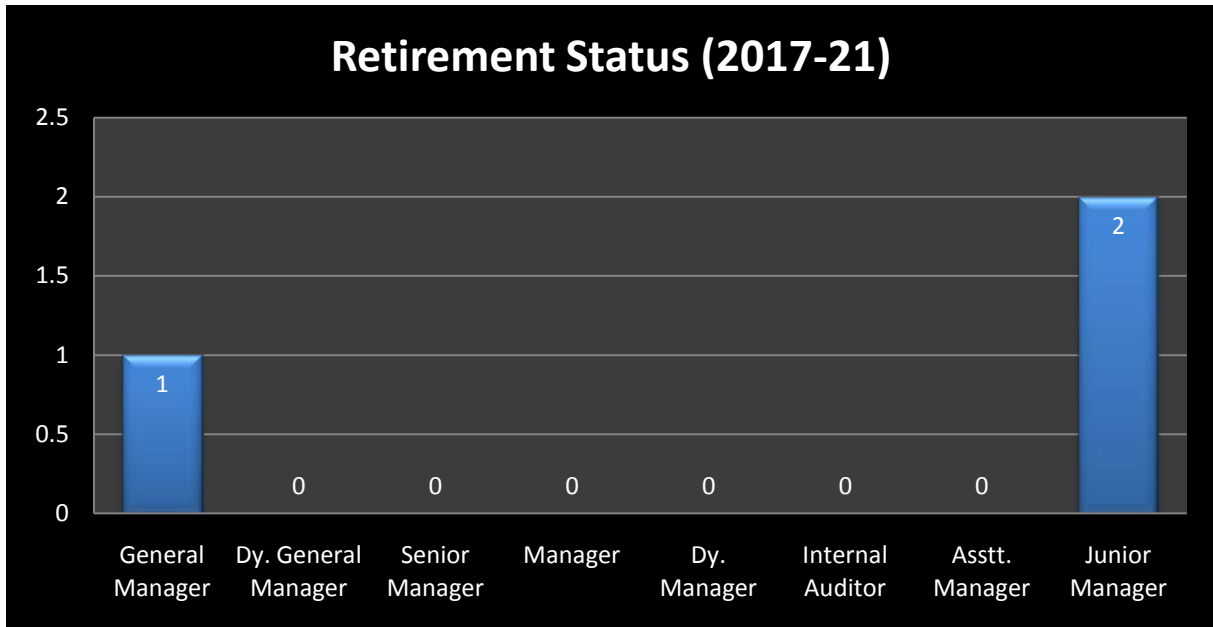
5. **Retirement Forecast (Executives):** Following is the consolidated chart of number of executives who are estimated to retire in the next 5 years i.e. from 2017 to 2021.





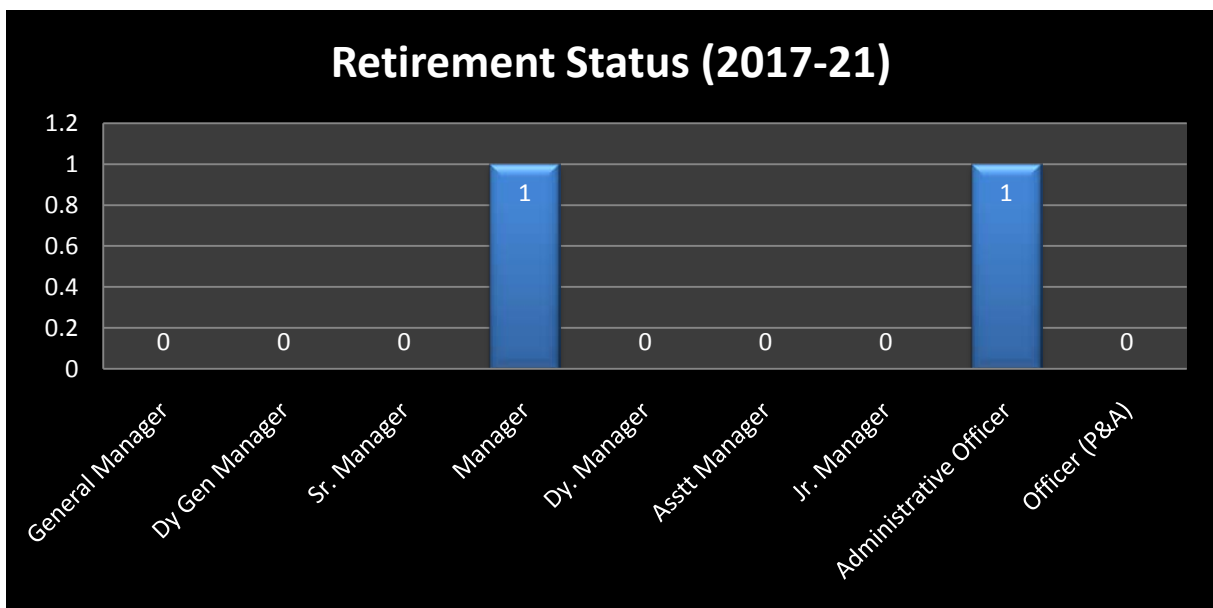
6. Retirement forecast of Executives (Grade Wise): In the following charts the retirement estimation of executives from different departments and of various grades is given for the next five year i.e. for 2017-21.

a. Finance Department:



Three executives are estimated to retire in the next five years which includes one General Manager (Grade-E7) and two Junior Manager (Grade-E1).

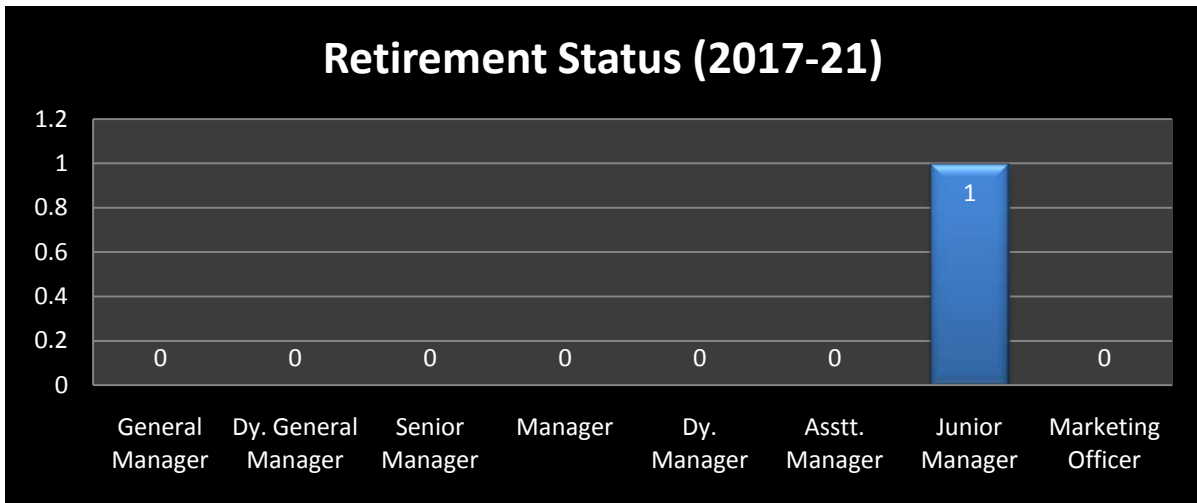
b. P&A Department:



Two executives are estimated to retire in the next five years which includes one Manager (Grade-E4) and one Administrative officer (Grade-E0).

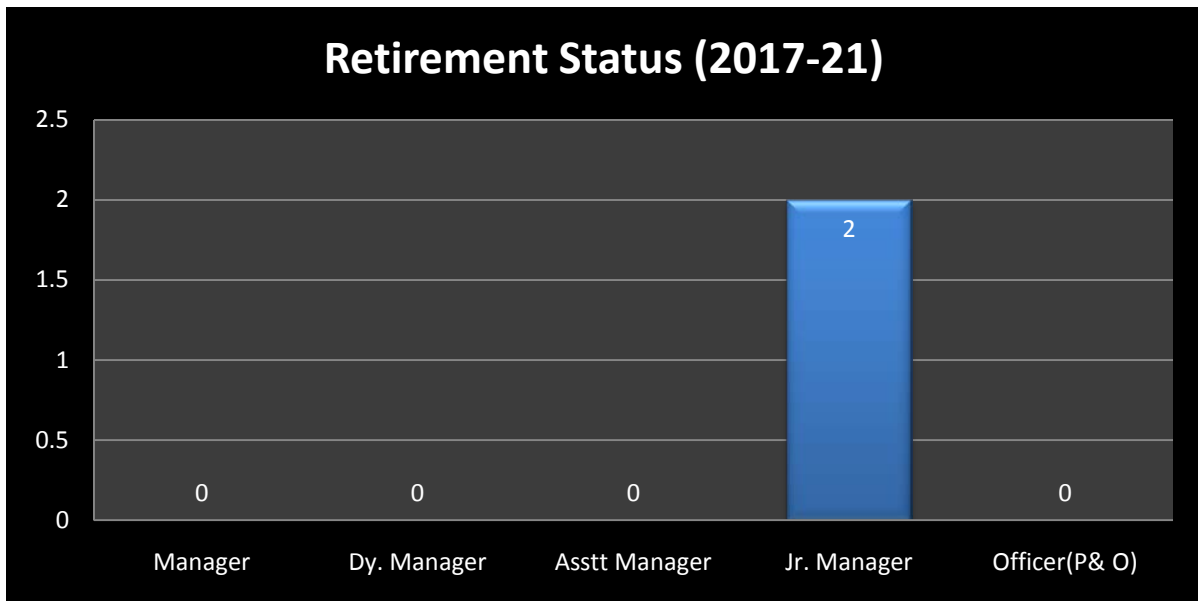


c. MR Department



One executive is estimated to retire in the next five years which includes Junior Manager (Grade-E1).

d. APOC Department:



Two executives are estimated to retire in the next five years which includes Junior Managers (Grade-E1).

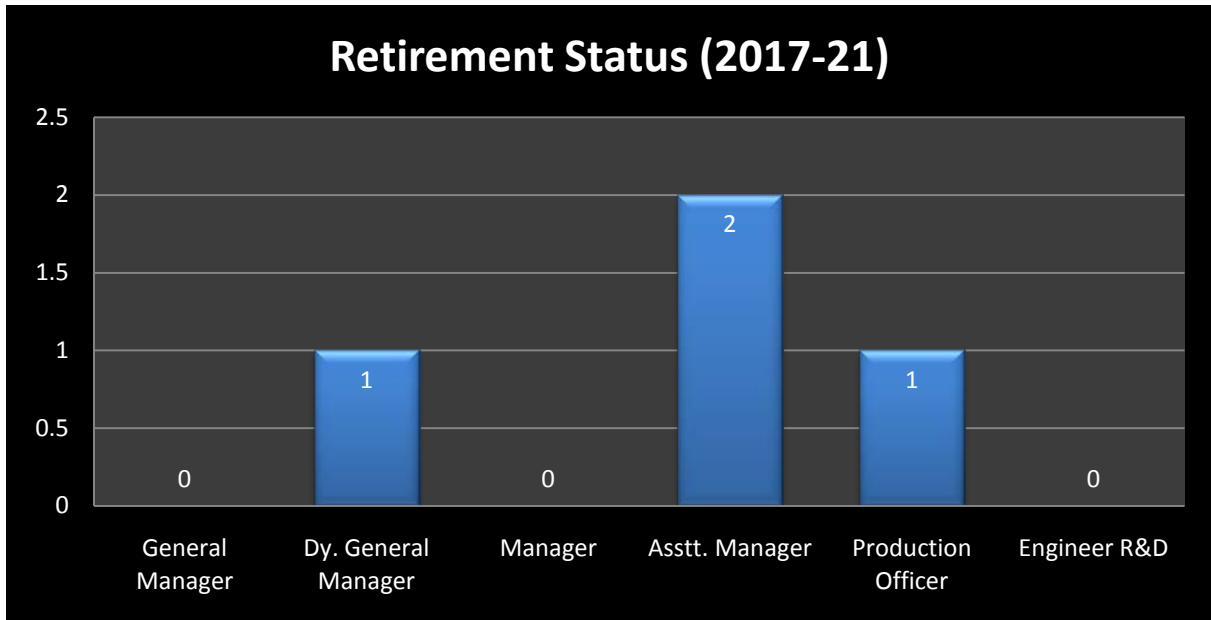


e. MM Department:



One executive is estimated to retire in the next five years which includes Deputy General Manager (Grade-E6).

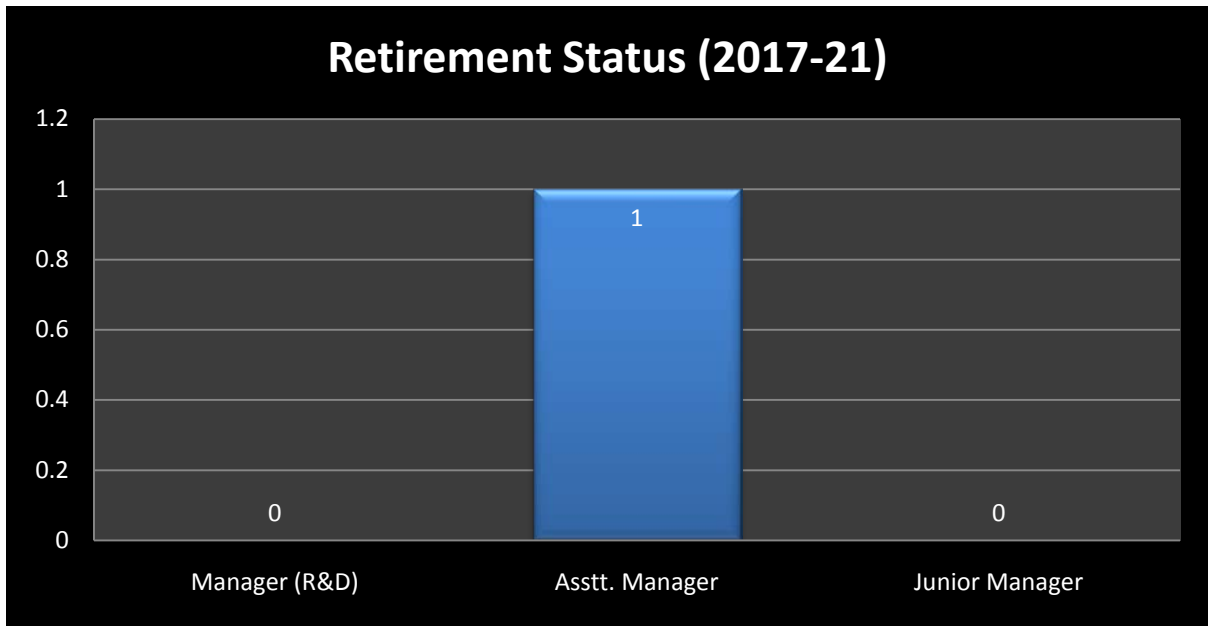
f. Production Department:



Four executives are estimated to retire in the next five years which includes one Deputy General Manager (Grade-E6), two Asst. Manager (Grade-E2) and one Production Officer (Grade-E0).



g. DD Department:



One executive is estimated to retire in the next five years which includes an Asst. Manager (Grade-E2).

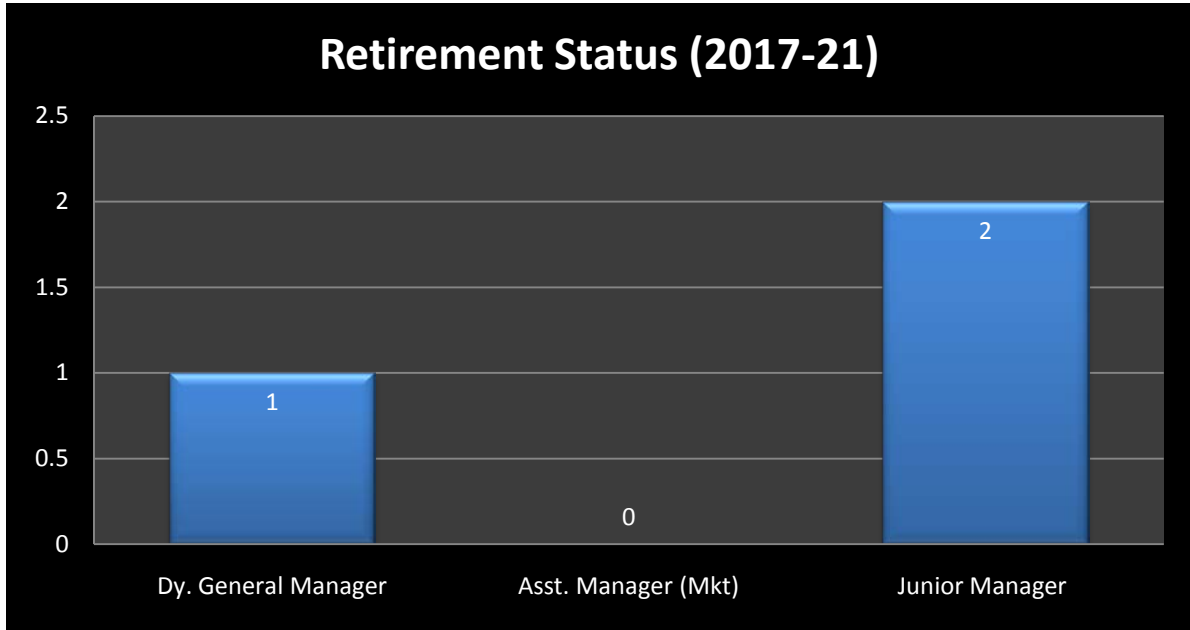
h. AAPC, Jabalpur:



One executive is estimated to retire in the next five years which includes a Junior Manager (Grade-E1).

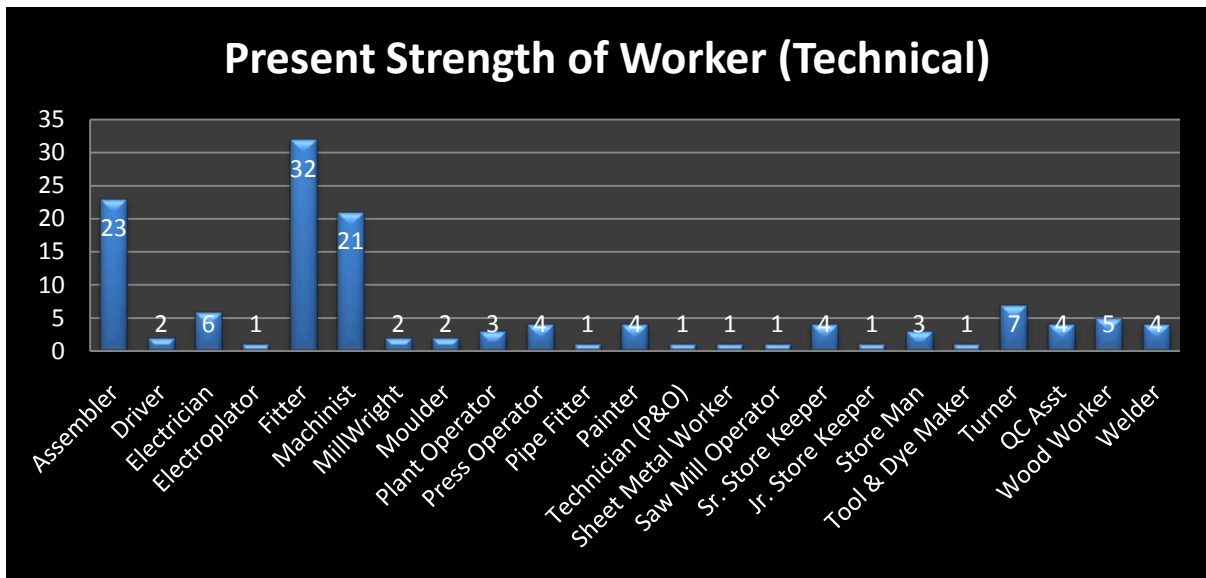


i. AAPC, Bhubaneswar:



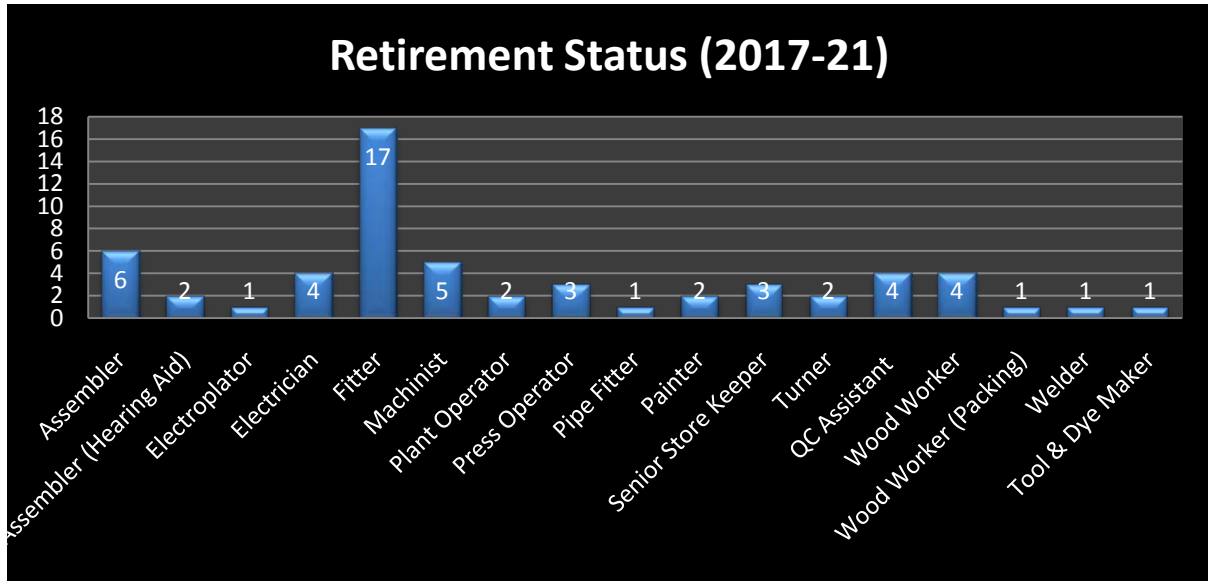
Three executives are estimated to retire in the next five years which includes one Deputy General Manager (Grade-E6) and two Junior Manager (Grade-E1).

7. **Present Strength of Workers (Technical):**The present strength of workers (Technical) in the corporation (Trade wise) is represented in the chart below:

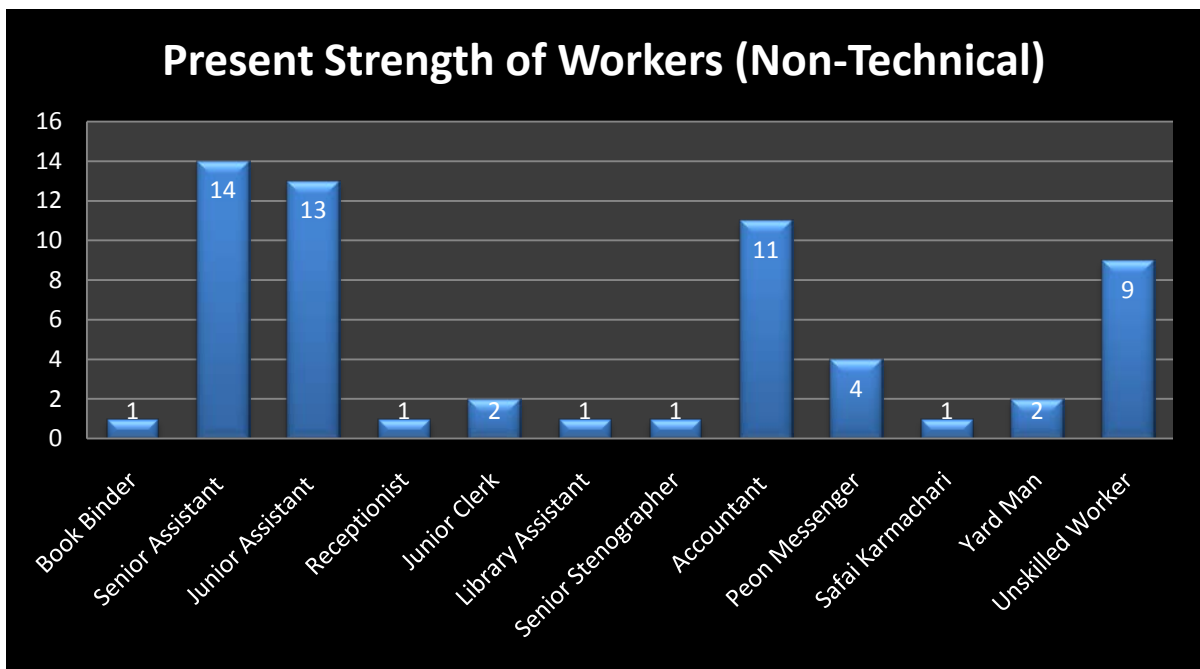




8. Retirement Forecast of Workers (Technical): Following are the number of workers (Technical) who are estimated to retire in the next 5 years i.e. from 2017 to 2021.

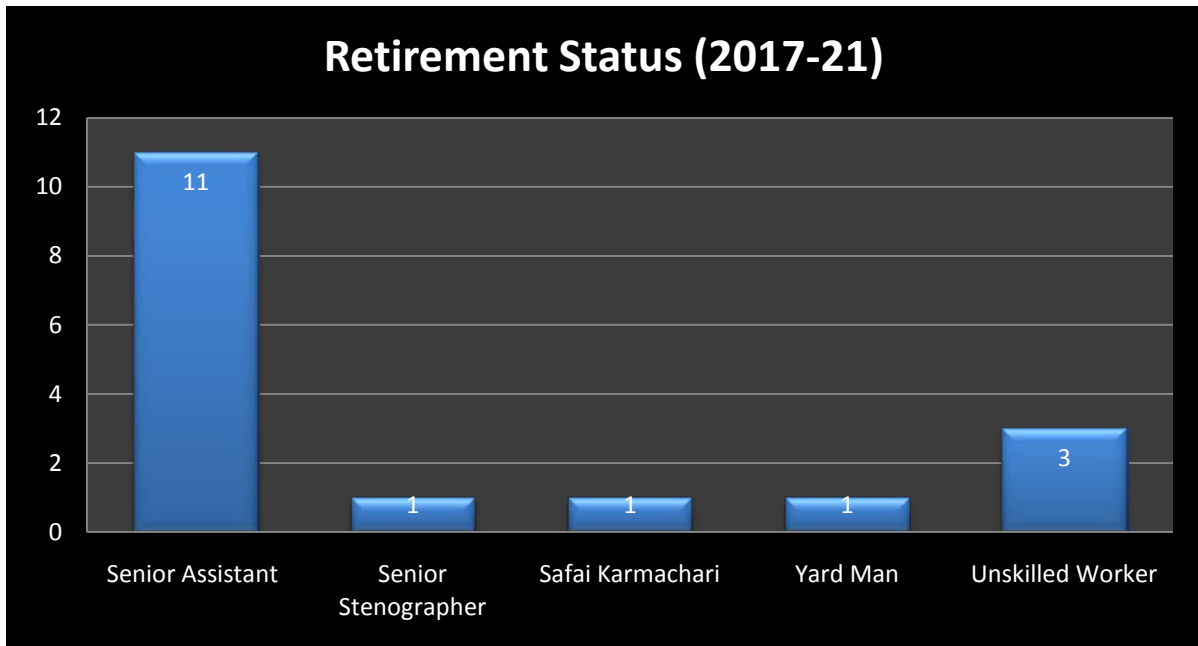


9. Present Strength of Workers (Non-Technical): The present strength of workers (Non-Technical) in the corporation (Trade wise) is represented in the chart below:





10. Retirement Forecast of Workers (Non-Technical): Following are the number of workers (Non-Technical) who are estimated to retire in the next 5 years i.e. from 2017 to 2021.

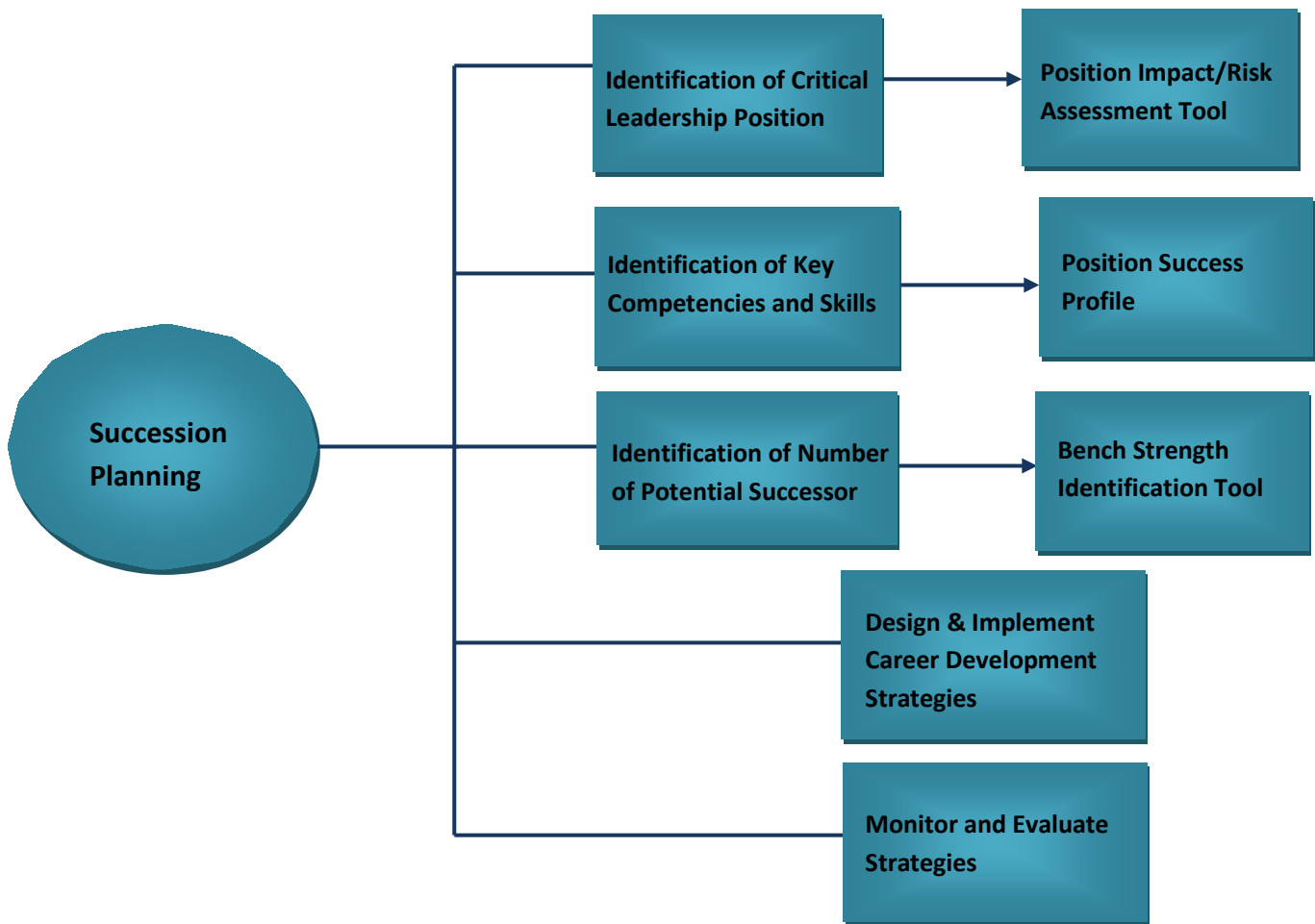


11. Conclusion: As long as a company is growing, there will always be the need for change and succession planning needs to be part of that change. What is important is that the implementation of a succession strategy needs to be systematic. It cannot be ad hoc, since that would defeat the very purpose of the exercise. And while the finer details will differ from company to company, there need to be processes built on a firm understanding of a company’s talent needs. In terms of succession on Senior Management Level, the critical success factor will continue to be broadening the database of qualified and responsible individuals to qualify for the top management level. The aim should be that the management does not miss out on any individual who may be relevant from the point of view of the business, resulting in a team of Senior Level Management that is capable and competent — and is not merely compliant, but active and capable of giving clear and constructive guidance to the Middle/Junior Level Management.

Succession at the Middle/Junior Level Management, highlights need to create a sufficiently broad talent pool within the organization. It is the responsibility of a company to build this process, which should not only be related to a particular functional area, but should be relevant for the purpose of moving a person up to the Chairman & Managing Director level. This needs to be achieved by testing many dimensions of a person, not just his ability to produce profit. At the same time, the need for transparency in the succession process is critical. Transparency is not only necessary within the organization, but across the external stakeholder community as well, including investors, customers and analysts. Only then will the process be truly successful.



12. Recommendation: A five steps planning tool is determined for successful implementation of Succession Plan:



a. Identification of the Critical Leadership Positions: The initial and the most appropriate step of the succession planning process, is to identify key leadership positions. This could be done by evaluating the impact each position has in achieving its strategic goals and objectives. We recommend the Human Resources Development Department to be included as a part of the Strategic Leadership Team for these discussions. The following is the approach to identify the key leadership positions.

- i. To capture the key positions, the Strategic Leadership Team needs to determine which positions are the most critical and important for strategic decision making process and to do this efficiently they may include the mid managers or specialists (if necessary).
- ii. Strategic Leadership Team should then evaluate the impact each position has in achieving the strategic goals and objectives, as well as the vacancy risk of the incumbent.
- iii. Worksheet on the following page would provide an evaluation tool to be used by the Strategic Team of HR Department. Positions should be prioritized for succession planning based on this analysis. This may assign a



numerical value to the High, Medium and Low assessments in order to create a rank order of positions for succession planning. Alternatively, departments may choose to focus on positions rated high for both vacancy risk and impact.

Position Impact / Risk Assessment Tool

Assessment of “Position Impact” should be based on a prioritized list of the department’s mission, goals, objectives and strategic plan.

Assessment of “Vacancy Risk” should be based on factors such as the incumbent’s retirement eligibility, marketability, etc.

Position	Impact/Risk Assessment		
Position Title: Grade or Level: Incumbent: Location:	Position Impact: High Medium Low Vacancy Risk: High Medium Low		
Position Title: Grade or Level: Incumbent: Location:	High	Medium	Low
	High	Medium	Low
Position Title: Grade or Level: Incumbent: Location:	High	Medium	Low
	High	Medium	Low

b. Identification of the Key Competencies and Skills:

- i. This is the most critical step of implementation of succession planning, as the Strategic Leadership Team has identified the key leadership positions in the corporation, the next step is to prepare a document about the education, experiences, key competencies, and other factors which are necessary to acquire for any employee to obtain each key leadership position.
- ii. As the skill, education and competencies may differ for different positions the Strategic Team needs to make proper assessment of skills required for each key position before documenting the same.



Position Success Profile

Position Title:	Grade:
Location:	
Education: <i>(Degrees, Certifications, Licensure, etc.)</i>	
Experiences:	
Competencies: <i>(Check the key competencies for the position. It is suggested to limit your selection to a maximum of 5 key competencies.)</i>	
<ul style="list-style-type: none"> • Adaptability • Building Strategic Working Relationships • Building Trust • Coaching • Continuous Learning • Contributing to Team Success • Communication • Customer Focus • Decision Making • Follow-Up • Initiating Action • Innovation • Planning & Organizing Work • Technical/Professional • Work Standards 	
Additional Factors:	

c. Identification of number of Potential Successors: The third step of the implementation of the succession planning process is to know your number of potential successor. In order to assess bench strength, the concerned department and Strategic Leadership Team need to determine whether critical leadership positions have one or more persons ready to successfully assume the role and responsibility of the position. It is important to know the depth of talent within the organization, since it will allow department leaders to focus on strategy development and measurement where it is needed. As leaders assess the depth (strength and/or weakness) of the available talent for each prioritized key position, it is important not to inflate your preparedness assessment. That is, leaders should not rely on the same person as their bench strength for multiple positions, especially



if the positions for which they would be relying on this individual are both high impact and high risk. While it may be unlikely that multiple high impact/high risk positions would be vacated within a given short period of time, it is possible. For example, any type of early retirement legislation would result in vacancies occurring not only to the high impact/high risk positions, but to others currently rated as low impact/low risk.

Following is a sample worksheet to assist departments with an aggregate review of their bench strength.

Bench Strength Identification Tool

The strategic leadership team and reviewing manager should utilize this form to indicate the number of current employees who, in their judgment, are either currently eligible or may be eligible within 3-5 years for each of the prioritized key leadership positions.

Position Title:		Grade or Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			
Position Title:		Grade or Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			
Position Title:		Grade or Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			

- d. Design and Implement Career Development Strategies:** Now that the Strategic Leadership Team has evaluated all the potential successors for the prioritized key leadership positions, attention shifts to the continued career development of the employees determined to be eligible, or potentially eligible, for these positions. This step in the succession planning process is focused on helping these employees and their managers discuss career development plans. Discussing and encouraging the career development of all employees is an important part of management. However, for the purpose of succession planning and increasing



bench strength in specified areas, the selection of a subset of employees upon which to focus career development efforts may be necessary. The annual performance review session provides an excellent opportunity to begin discussions of career development goal and opportunities. However, managers need to keep in mind and clarify to the employees that the goals and purpose of the career development discussion are separate and distinct from those of the just-completed performance review. Performance management is focused on the past year's goals and objectives, while the career development discussion is focused on future career opportunities. Upon completing an employee's annual performance review, the manager should initiate a discussion about the employee's career interests, as well as career development options and possible barriers to career movement. Managers can assist employees in setting appropriate career goals by providing feedback based on observation and assessment of the employee's abilities and potential. The assessment should be based on actual experience and observation of the employee's knowledge, skills and experience, and not on assumption or personal biases.

- e. **Monitoring and Evaluation Strategies:** The final step in the process is monitoring and evaluating the effectiveness of strategies implemented to close the high priority talent gap(s). These succession planning strategies are designed to be an inclusive opportunity to increase the available talent pool of candidates for key leadership positions and the future needs of ALIMCO. Continuous monitoring and data collecting by Human Resources and the Strategic Leadership Team will provide necessary information as to whether the strategies are meeting the department's needs. As in the previous steps, this process may be a simple assessment of the number of candidates ready to compete for key leadership positions or as complex as doing a pre and post organizational skills assessment. At minimum, the measurements should identify the timetable, expected outcome, and strategy. Succession planning has the overall goal of providing "the right leadership at the right place at the right time with the right skills."

Finance Department HQ

S. No.	Position Title	Grade	Present Strength	2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
				1	General Manager	E-7	1									1	1	
2	Dy. General Manager	E-6	1															
3	Senior Manager	E-5	Nil															
4	Manager	E-4	1															
5	Dy. Manager	E-3	Nil															
6	Internal Auditor	E-2	Nil															
7	Asstt. Manager	E-2	3															
8	Junior Manager	E-1	2	1	1		1	1										

Note :- GM went on deputation

Consolidated FA Requirement												
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	General Manager	E-7									1	2020
2	Junior Manager	E-1			1	2017	1	2018				

Administration Department

S. No.	Position Title	Grade	Present Strength	2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
				1	General Manager	E-7	Nil											
2	Dy Gen Manager	E-6	Nil															
3	Sr. Manager	E-5	1															
4	Manager	E-4	1									1	1					
5	Dy. Manager	E-3	2															
6	Asstt Manager	E-2	Nil															
7	Jr. Manager	E-1	2															
8	Administrative Off(AD)	E-0	1						1	1								
9	Officer (P&A)	E-0	1															

Consolidated AD Requirement												
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	Manager	E-4									1	2020
2	Administrative Off(AD)	E-0							1	2019		

MR Department

S. No.	Position Title	Grade	Present Strength	2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
				1	General Manager	E-7	1											
2	Dy. General Manager	E-6	2															
3	Sr. Manager	E-5	Nil															
4	Manager	E-4	3															
5	Dy. Manager	E-3	1															
6	Asstt. Manager	E-2	3															
7	Junior Manager	E-1	5	1	1													
8	Marketing Officer	E-0	5															

Consolidated Requirement						
S.No.	Post	Grade	Requirement		Requirement	
			No.	Year	No.	Year
1	Junior Manager	E-1	1	2017		

APOC Department

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Manager	E-4	Nil															
2	Dy. Manager	E-3	Nil															
3	Asstt Manager	E-2	Nil															
4	Jr. Manager	E-1	2	2	2													
5	Officer(P& O)	E-0	3															

Consolidated APOC Requirement						
S.No.	Post	Grade	Requirement		Requirement	
			No.	Year	No.	Year
1	Junior Manager	E-1			2	2017

MM Department

S. No.	Position Title	Grade	Present Strength	2017-2021														
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Dy. General Manager	E-6	1							1	1							
2	Sr. Manager	E-4	Nil															
3	Manager	E-4	Nil															
4	Dy. Manager	E-3	1															
5	Asstt. Manager	E-2	1															
6	Junior Manager (Purchase Officer)	E-1	3															
8	Store Officer	E-0	Nil															
9	officer	E-0	1															

<u>Consolidated MM Requirement</u>										
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year
1	Dy. General Manager	E-6							1	2019

Workman Non Technical

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Book Binder	Group G	1															
2	Senior Assistant	Group H	10	4	4		2	2		3	3				1	1		
3	Senior Assistant	Group G	2				1	1										
4	Senior Assistant	Group F	2															
5	Junior Assistant	Group E	7															
6	Junior Assistant	Group D	6															
7	Receptionist	Group C	1															
8	Junior Clerk	Group B	2															
9	Library Assistant	Group G	1															
10	Senior Stenographer	Group H	1	1	1													
11	Accountant	Group H	2															
12	Accountant	Group F	4															
13	Accountant	Group D	5															
14	Peon Messenger	Group B	4															
15	Safai Karmachari	Group D	1												1	1		
16	Yard Man	Group D	2				1	1										
17	Unskilled Worker	Group D	6				2	2		1	1							
18	Unskilled Worker	Group C	2															
19	Unskilled Worker	Group A	1															

Consolidated Workman (Non-Technical) Requirement														
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement			
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year		
1	Senior Assistant	Group G & Group H			4	2017	3	2018	3	2019			1	2021
2	Senior Stenographer	Group H			1	2017								
3	Safai Karmachari	Group D											1	2021
4	Yard Man	Group D					1	2018						
5	Unskilled Worker	Group D					2	2018	1	2019				

Finance Department HQ

S. No.	Position Title	Grade	Present Strength	2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
				1	General Manager	E-7	1									1	1	
2	Dy. General Manager	E-6	1															
3	Senior Manager	E-5	Nil															
4	Manager	E-4	1															
5	Dy. Manager	E-3	Nil															
6	Internal Auditor	E-2	Nil															
7	Asstt. Manager	E-2	3															
8	Junior Manager	E-1	2	1	1		1	1										

Note :- GM went on deputation

Consolidated FA Requirement												
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	General Manager	E-7									1	2020
2	Junior Manager	E-1			1	2017	1	2018				

Administration Department

S. No.	Position Title	Grade	Present Strength	2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
				1	General Manager	E-7	Nil											
2	Dy Gen Manager	E-6	Nil															
3	Sr. Manager	E-5	1															
4	Manager	E-4	1									1	1					
5	Dy. Manager	E-3	2															
6	Asstt Manager	E-2	Nil															
7	Jr. Manager	E-1	2															
8	Administrative Off(AD)	E-0	1						1	1								
9	Officer (P&A)	E-0	1															

Consolidated AD Requirement												
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	Manager	E-4									1	2020
2	Administrative Off(AD)	E-0							1	2019		

MR Department

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	General Manager	E-7	1															
2	Dy. General Manager	E-6	2															
3	Sr. Manager	E-5	Nil															
4	Manager	E-4	3															
5	Dy. Manager	E-3	1															
6	Asstt. Manager	E-2	3															
7	Junior Manager	E-1	5	1	1													
8	Marketing Officer	E-0	5															

<u>Consolidated Requirement</u>						
S.No.	Post	Grade	Requirement		Requirement	
			No.	Year	No.	Year
1	Junior Manager	E-1	1	2017		

APOC Department

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Manager	E-4	Nil															
2	Dy. Manager	E-3	Nil															
3	Asstt Manager	E-2	Nil															
4	Jr. Manager	E-1	2	2	2													
5	Officer(P& O)	E-0	3															

Consolidated APOC Requirement						
S.No.	Post	Grade	Requirement		Requirement	
			No.	Year	No.	Year
1	Junior Manager	E-1			2	2017

MM Department

S. No.	Position Title	Grade	Present Strength	2017														
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Dy. General Manager	E-6	1							1	1							
2	Sr. Manager	E-4	Nil															
3	Manager	E-4	Nil															
4	Dy. Manager	E-3	1															
5	Asstt. Manager	E-2	1															
6	Junior Manager (Purchase Officer)	E-1	3															
8	Store Officer	E-0	Nil															
9	officer	E-0	1															

<u>Consolidated MM Requirement</u>										
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year
1	Dy. General Manager	E-6							1	2019

Production Department

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	General Manager	E-7	Nil															
2	Dy. General Manager	E-6	1	1	1													
3	Sr. Manager	E-5	1															
4	Manager	E-4	Nil															
5	Asstt. Manager	E-2	7	1	1							1	1					
6	Junior Manager	E-1	Nil															
7	Officer	E-0	1	1	1													

Consolidated PD Requirement												
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	Dy. General Manager	E-6			1	2017						
2	Asstt. Manager	E-2			1	2017				1	2020	
3	Officer	E-0			1	2017						

DD Department

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Manager DD	E-4	1															
2	Asstt. Manager	E-2	2				1	1										
3	Junior Manager	E-1	Nil															
4	R& D Engineer	E-0	1															

Consolidated DD Requirement								
S.No.	Post	Grade	Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year
1	Asstt. Manager	E-2					1	2018

RM & DRC, New Delhi

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Senior Manager	E-5	Nil															
2	Manager	E-4	1															
3	Marketing Officer	E-0	1															
4	Officer (P&O)	E-0	1															

AAPC, Jabalpur

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	General Manager	E-7	1															
2	Dy. Gen. Manager	E-6	Nil															
3	Sr. Manager	E-5	1															
4	Dy. Manager	E-3	1															
5	Asst. Manager	E-2	1															
6	Jr. Manager	E-1	2				1	1										
7	Marketing Officer	E-0	1															
8	Officer (P&O)	E-0	1															
9	Accounts Officer	E-0	1															

Consolidated Jabalpur Requirement								
S.No.	Post	Grade	Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year
1	Jr. Manager	E-1					1	2018

AAPC, Bhubaneshwar

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Dy. General Manager	E-6	1							1	1							
2	Asst. Manager (Mkt)	E-2	Nil															
3	Junior Manager	E-1	3							1	1				1	1		

Consolidated AAPC, Bhubaneshwar Requirement														
S.No.	Post	Grade	Requirement		Requirement		Requirement		Requirement		Requirement		Requirement	
			No.	Year	No.	Year	No.	Year	No.	Year	No.	Year	No.	Year
1	Dy. General Manager	E-6							1	2019				
2	Jr.Manager	E-1							1	2019			1	2021

RMC, Kolkata

S. No.	Position Title	Grade	Present Strength															
				2017			2018			2019			2020			2021		
				Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark	Rtmt	Rqmt	Remark
1	Manager	E-4	Nil															
2	Junior Manager	E-1	Nil															
3	Officer (P&O)	E-0	1															
4	Marketing Officer	E-0	1															