

Level	Grade	Generic Designation
I	TM	Director / Chief Executive Officer
II	SM1	President / Executive President
	SM2	Senior Vice President / COO
	SM3	Vice President
	SM4	Assistant Vice President
III	MM1	Senior General Manager
	MM2	General Manager
	MM3	Deputy General Manager
	MM4	Assistant General Manager
IV	M1	Chief Manager
	M2	Senior Manager
	M3	Manager
	JM1	Deputy Manager
	JM2	Assistant Manager
V	E1	Chief Engineer / Chief Officer / Chief Chemist
	E2	Senior Executive / Senior Engineer / Senior Officer / Senior Chemist
	E3	Engineers / Executive / Officer / Chemist
	E4	Jr. Engineer / Jr. Executive / Jr. Officer / Jr. Chemist
V(S)	S	Supervisors
VI	W	Technician / Operator / Peon / Driver

## Performance – Potential Matrix

Leadership Potential (in % - Average Competency Score)	Performance (In numbers – KRA Score)		
	1C	1B	1A
	KRA Score = 0.00 to 1.00 Av. Competency Score = 80% and above	KRA Score = 1.1 to 3.9 Av. Competency Score = 80% and above	KRA Score = 4.0 to 5.0 Av. Competency Score = 80% and above
	2C KRA Score = 0.00 to 1.00 Av. Competency Score = 21% to 79%	2B KRA Score = 1.1 to 3.9 Av. Competency Score = 21% to 79%	2A KRA Score = 4.0 to 5.0 Av. Competency Score = 21% to 79%
3C KRA Score = 0.00 to 1.00 Av. Competency Score = 20% and less	3B KRA Score = 1.1 to 3.9 Av. Competency Score = 20% and less	3A KRA Score = 4.0 to 5.0 Av. Competency Score = 20% and less	

# CAREER LADDER

**What is it?**

Is a formal process within an organization that allows employees to advance their careers to higher levels with enhanced responsibility when they meet certain criteria

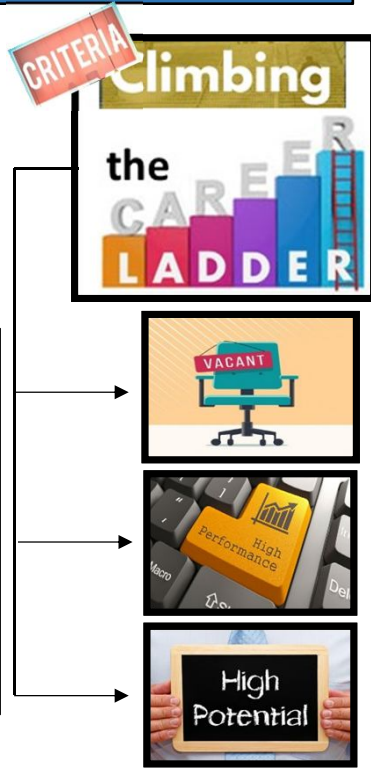
→ Establish meritocracy  
→ Competency based growth  
→ Linkage to Grades/Levels  
→ Align with PMS and P/P matrix  
→ Bring fairness in the process

## TYPES OF career moves.

**UPGRADATION** – From one Grade to the next higher in the same level

**PROMOTION** – From one Level to the next Higher Level

**SELECTION** – Applicable to Assistant Vice President and Above – Movement is dependent on Management Criteria and performance/Potential



## CAREER LADDER - GFL - Level 5 To Level 2

**Arrow Key - Definition**

- **Upgradation** - Vertical Movement in a Level  
No change in Facilities or salary  
Resulting in Job Enlargement
- **Promotion** - Vertical movement across levels  
Change in facilities as per policy  
Resulting in Job Enrichment
- **Selection** - Movement dependant of Magt  
discretion and performance

Why we need a Career ladder - to provide growth opportunities to employees.  
Design Factors -  
1) Establish meritocracy and competency based growth  
2) Possible time span for complete career graph - an Assistant Manager in 20 years

LEVEL	DESIGNATION
2	Executive President/President
	Sr. Vice President/COO/CFO
	Vice President
	Assistant Vice President

LEVEL	DESIGNATION
3	Senior General Manager
	General Manager
	Deputy General Manager
	Assistant General Manager

LEVEL	DESIGNATION
4	Chief Manager
	Senior Manager
	Manager
	Deputy Manager
	Assistant Manager

LEVEL	DESIGNATION
5	Chief Engg. / Chief Exec.
	Sr. Engineer/Sr. Executive
	Engineer /Executive
	Jr. Engineer/Jr. Executive

**Promotion**  
Available approved position  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/M

**Intra-Level Promotion**  
Available approved position  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/M  
  
Person in A1/A2/B1 box in the P/P Matrix in last 2/3 years and Corporate Talent Committee review and Approval

**Intra-Level Promotion**  
Available approved position  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/E or  
**AVP and Above- Selection position based on Management discretion and performance based on ratings as mentioned above and upgradation of position through addition of responsibilities as well as person in A1/A2/B1 box in P/P Matrix.**

**SELECTION POSITION**  
Positions which no employee can claim incumbency by way of promotion. These positions will be filled up solely on the discretion of the Management. AVP/VP/SRVP/ EX. VP/COO are all selection Position.

**Dealing with Stagnation of promotional avenues - If position is not available or the available position is already occupied - The present job will be loaded with more task elements and responsibilities and job evaluation done. The Job Evaluation shall be done by Corporate HR along with the Functional Head as per the prescribed procedure. If job evaluation shows that the job is enriched the job will be upgraded and promotional given.**

**Upgradation within Level**  
**Generic Conditions**  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/M  
  
Automatic based on ratings as mentioned above and upgradation of position through addition of responsibilities as to be given in revised JD approved by Unit Head/Functional Head

**Upgradation within Level**  
**Generic Conditions**  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/M  
  
Automatic till Manager based on ratings as mentioned above and upgradation of position through addition of responsibilities as to be given in revised JD approved by Unit Head/Functional Head

**Upgradation within Level**  
**Generic Conditions**  
In 2 years if ratings - O/O or E/O  
In 3 years if ratings - E/E/E or E/E/M  
  
Automatic till Deputy General Manager based on ratings as mentioned above and upgradation of position through addition of responsibilities as to be given in revised JD approved by Unit Head/Functional Head

**P/P MATRIX**

LEADERSHIP ↑	C1	B1	A1
	C2	B2	A2
	C3	B3	A3

PERFORMANCE →

**PERFORMANCE RATINGS**

<b>O</b>	OUTSTANDING
<b>E</b>	EXCEED EXPECTATION
<b>M</b>	MEETS EXPECTATION
<b>S</b>	SATISFACTORY
<b>U</b>	UNSATISFACTORY

**Specific Conditions**  
  
Senior Manager /Chief Manager based on ratings as mentioned above and upgradation of position through addition of responsibilities as well as person in A1/A2/B1 box in the P/P Matrix and Corporate Talent Committee review and approval

**Specific Conditions**  
  
General Manager and Senior General Manager based on ratings as mentioned above and upgradation of position through addition of responsibilities as well as person in A1/A2/B1 box in the P/P Matrix and Corporate Talent Committee review and recommendation with approval from MD