

No. C-20171/8/2019-Admn.IV
Government of India
Ministry of Information & Broadcasting
Central Bureau of Communication

Soochna Bhawan, CGO Complex,
Lodhi Road, New Delhi-110003
Dated: 7th August, 2026

OFFICE MEMORANDUM

Subject: Invitation of comments/suggestions/inputs from Stakeholders on the Draft Cadre Review Report (Group 'B' & C posts) of CBC – reg.

With reference to CBC's Office Memorandum of even number dated 12.06.2026, whereby the Cadre Review Committee was reconstituted in CBC (HQ) to examine the Final Report (Part-I) submitted by ISTM, identify the gaps and deficiencies therein, review the recommendations in the context of the functional requirements of the CBC and prepare a comprehensive cadre review proposal for submission to the competent authority.

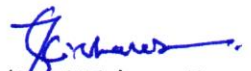
2. In this regard, a Draft Cadre Review Report for group 'B' and 'C' posts has been prepared by the Cadre Review Committee of CBC. The draft report is hereby circulated among all stakeholders for inviting their comments, suggestions and inputs thereon.

3. All stakeholders are requested to furnish their comments/suggestions/inputs in the **enclosed prescribed proforma within 10 (ten) days from the date of issue of this Office Memorandum**. The comments/suggestions/inputs may be forwarded through e-mail at **cbc.cadre.review@gmail.com**. A soft copy in **MS Word format**, along with a duly signed hard copy, may also be furnished for examination and further necessary action.

4. Based on the inputs/suggestions received from the stakeholders, the Cadre Review Proposal will be finalized.

5. This issues with the approval of DG, CBC (HQ), New Delhi.

Encl: As above


(Satti Kishore Kumar)
Director/Chairperson of CRC
Tele # 011-24369540

To,

All Stakeholders

Copy to:

- i) All Regional Offices of CBC.
- ii) PS to DG/PS to ADGs/PA to Directors, CBC (HQ), New Delhi
- iii) Under Secretary (MUC-II), M/o I&B, Shastri Bhawan, New Delhi
- iv) Shri Ankush, Senior Project Manager, BECIL with the request to upload the draft cadre review report of the official website of CBC.
- v) Technical Director, NIC Cell, Room No. 967, 9th Floor, Soochna Bhawan, New Delhi.

Format for Furnishing Comments on the Draft Cadre Review Report

Sl. No.	Cadre	Subject	Recommendation of the Committee	Corresponding page no in the report	Agreed / Not Agreed / Modification Suggested	Remarks / Justification
EXAMPLE	Design Cadre	Cadre Status	Retain as a separate cadre	120 to 124		

Declaration

I have examined the relevant portions of the Draft Cadre Review Report and furnished my comments/ recommendations to the best of my knowledge for consideration by the Cadre Review Committee.

Signature: _____

Name: _____

Designation: _____

Place: _____

Date: _____

Email: _____

Mob No: _____

**REPORT OF THE
CADRE REVIEW COMMITTEE
ON
CADRE REVIEW OF GROUP 'B' & 'C' POSTS IN
CENTRAL BUREAU OF COMMUNICATION**

*(Based on the examination of the Final Report (Part-I) submitted by the
Institute of Secretariat Training & Management)*

31st July, 2026



**GOVERNMENT OF INDIA
MINISTRY OF INFORMATION & BROADCASTING
CENTRAL BUREAU OF COMMUNICATION
Soochna Bhawan
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Email: cbc.cadre.review@gmail.com**

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CERTIFICATE AND SUBMISSION OF THE CADRE REVIEW COMMITTEE

The Cadre Review Committee (CRC), re-constituted vide Office Order dated 12.06.2026 by the Central Bureau of Communication (CBC), Ministry of Information & Broadcasting, Government of India, was entrusted with the responsibility of undertaking a comprehensive review of the cadre structure and manpower framework of the Central Bureau of Communication and to submit its recommendations for consideration of the Competent Authority.

In pursuance of the aforesaid mandate, the Committee has undertaken a detailed examination of the organisational structure, cadre composition, sanctioned strength, manpower deployment, vacancy position, recruitment framework, promotional avenues, retirement profile and future manpower requirements of the Central Bureau of Communication.

The Committee has also undertaken a comprehensive examination of the "**Final Report (Part-I) on Cadre Review of CBC**" submitted by the Institute of Secretariat Training and Management (ISTM). The recommendations contained therein have been carefully analysed in the light of the functional requirements of CBC and the applicable instructions and guidelines issued by the Government of India from time to time.

During the course of its deliberations, the Committee examined, inter alia, the following aspects:

- Existing cadre structures inherited from the erstwhile Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD);
- Organisational structure and functional responsibilities of CBC at Headquarters, State Offices and Branch Offices;
- Existing sanctioned strength, person-in-position and vacancy position across various cadres and grades;
- Recruitment Rules governing different cadres and the requirement for their harmonisation and rationalisation;
- Retirement profile, age distribution and likely manpower availability over the next decade;
- Existing and emerging functional requirements of CBC in the context of technological advancements and evolving communication strategies;
- Recommendations and observations contained in the ISTM's Final Report (Part-I);
- Relevant instructions issued by the Department of Personnel & Training (DoPT), Department of Expenditure (DoE) and Ministry of Information & Broadcasting.

The Committee certifies that the findings and recommendations contained in this Report are based on a careful examination of the available records, organisational requirements, manpower needs and future functional responsibilities of the Central Bureau of Communication.

The recommendations made in this Report are submitted for consideration and such further action as may be deemed appropriate by the Competent Authority.

Place: New Delhi

Date: 31-07-2026


(Harkesh Kumar)
US/Member from MoIB


(Harshit Narang)
Dy Director/Member


(Ashok Kumar)
DDA/Member


(Jairaj Kishore)
Dy Director/Member


(Deojeet Kumar)
DDA/Member


(Rupa VEDI)
FA&CAO/Member


(Jitender Kumar)
SO/Member


(K.M Jolly)
SO/Member


(Avinash Kumar Gautam)
SO/Member Secretary


(Rohit Sharma)
SOA/Co-opt Member


(Parvathy V)
Director/Special Invitee


(Satti Kishore Kumar)
Director/Chairperson

EXECUTIVE SUMMARY

1. The Central Bureau of Communication (CBC), Ministry of Information and Broadcasting, was created by merging the erstwhile Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD). The objective of this merger was to establish a single organisation capable of delivering integrated, technology-driven and citizen-centric communication services for the Government of India.
2. Although the three organisations have been integrated functionally, their cadre structures have continued to remain separate. Different Recruitment Rules, promotional channels, service conditions and legacy cadres inherited from the erstwhile organisations have resulted in a fragmented cadre management system, making administration more complex and limiting career progression for employees.
3. Recognising the need to establish a modern and integrated cadre management system, the CBC entrusted the Institute of Secretariat Training & Management (ISTM) with the task of undertaking a comprehensive Cadre Review. After submission of the Final Report (Part-I) by ISTM, the Cadre Review Committee was reconstituted to examine its recommendations, identify gaps, assess their suitability in the context of the present organisational and functional requirements of CBC and submit a comprehensive Cadre Review Report for consideration of the Competent Authority.
4. While preparing this Report, the Committee examined the recommendations contained in the ISTM Report, the draft Cadre Review proposals prepared earlier by CBC, the existing cadre structures, Recruitment Rules, sanctioned strength, vacancy position, retirement profile, functional responsibilities of various cadres, stakeholder representations, relevant Government instructions and judicial pronouncements. The Committee also considered the future organisational structure proposed for CBC and the evolving communication requirements arising from technological advancements and digital modes of Government communication.
5. The Committee observed that the existing cadre structure largely reflects the organisational arrangements of the erstwhile media units rather than the present functional requirements of CBC. Several cadres performing similar or complementary functions continue to exist separately with different Recruitment Rules, promotional avenues and service conditions. In many cases, limited promotional opportunities, isolated cadres, outdated nomenclature and non-uniform career progression have resulted in stagnation, administrative complexity and avoidable service-related grievances. The Committee also noted that technological changes and evolving methods of public communication have substantially altered the nature of work in many cadres, making rationalisation and restructuring necessary.

6. Keeping these aspects in view, the Committee adopted the principles of functional rationalisation, administrative efficiency, optimum utilisation of manpower, financial prudence and uniform career progression while formulating its recommendations. The recommendations have been framed in accordance with the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT), the relevant instructions of the Department of Expenditure (DoE) and other applicable Government policies. The Committee has also ensured that the proposed structure is sustainable, function-oriented and capable of meeting both the present and future requirements of CBC.

7. The Committee has recommended a simplified and integrated cadre structure by merging cadres performing similar functions, rationalising designations, revising promotional hierarchies and updating Recruitment Rules wherever required. At the same time, specialised cadres requiring distinct technical or professional expertise have been retained as separate cadres. The proposed structure seeks to eliminate unnecessary fragmentation, improve administrative efficiency, facilitate manpower planning and provide uniform and transparent career progression opportunities across the organisation.

8. The Report contains detailed recommendations relating to the Unified Administrative Cadre, Staff Car Driver Cadre, Stenographer Cadre, Accounts Cadre, Public Communication Cadre, Advertising Cadre, Design Cadre, Publishing Cadre, Staff Artist Cadre and other isolated technical categories. The recommendations include restructuring of cadres, revision of designations, rationalisation of promotional avenues, merger of isolated posts, abolition of long-vacant and redundant posts, creation of essential posts based on functional requirements and revision of Recruitment Rules to establish a coherent and sustainable cadre structure.

9. One of the significant issues examined by the Committee relates to the long-pending pay anomalies arising from the restructuring of the Staff Artist Cadre of the erstwhile Song & Drama Division. The Committee undertook a detailed examination of the historical background, judicial proceedings, Government records and administrative decisions relating to the restructuring. It analysed the impact of retrospective implementation of the revised pay structure on the existing supervisory hierarchy and identified the factors responsible for the present anomaly. Based on this examination, the Committee has proposed suitable measures for its resolution in accordance with Government policy and judicial directions.

10. The Committee has also emphasised the need to strengthen institutional capacity through systematic manpower planning, capacity building and periodic Cadre Reviews. Recommendations have been made for induction training, promotional training, revision of job responsibilities, strengthening of the Accounts establishment and creation of an efficient organisational framework capable of supporting the expanding communication mandate of CBC.

11. While making these recommendations, the Committee has ensured that the legitimate service interests of existing employees remain protected. The substantive status, seniority, pay, pensionary benefits, MACP entitlements and other service conditions of serving employees are proposed to remain safeguarded in accordance with the applicable rules. Appropriate provisions have also been suggested to facilitate smooth implementation of the revised cadre structure without prejudice to matters pending before judicial forums.

12. The Committee is of the considered view that the recommendations contained in this Report will complete the cadre integration envisaged at the time of the formation of CBC and establish a modern, transparent, equitable and function-oriented cadre management system. The proposed restructuring is expected to improve organisational efficiency, optimise utilisation of human resources, strengthen institutional capacity, reduce service-related disputes, provide better career progression opportunities and enable the Central Bureau of Communication to effectively discharge its expanding communication responsibilities in the years ahead.

CHAPTER – 1

Background, Evolution and Organisational Framework of CBC

1.1 Background

The Central Bureau of Communication (CBC), Ministry of Information & Broadcasting, Government of India, is the principal communication agency of the Government responsible for dissemination of information relating to Government policies, programmes, schemes and public welfare initiatives among citizens across the country.

The Bureau provides integrated communication support to Ministries, Departments, Public Sector Undertakings (PSUs) and Autonomous Bodies of the Government of India. It also serves as an advisory body to the Government on communication and media strategy and assists stakeholders in planning and execution of communication campaigns.

CBC undertakes communication activities through multiple media platforms including Print Media, Audio-Visual Media, Outdoor Publicity, Digital Media, New Media, Exhibitions and Interpersonal Communication. Through its extensive network of Regional Offices and Field Offices across the country, the Bureau facilitates dissemination of information at the grassroots level and promotes citizen participation in developmental activities.

The communication activities of CBC are carried out through its major functional streams namely the Advertising and Visual Communication, the Field Communication and the Folk Communication. Together, these divisions provide a comprehensive communication framework for dissemination of Government messages through mass media, direct outreach and traditional cultural communication methods.

1.2 Vision and Mandate of CBC

CBC serves as the nodal agency of the Government of India for planning, coordination and execution of communication and media campaigns. The Bureau provides integrated communication support to various Ministries, Departments, Public Sector Undertakings and Autonomous Bodies of the Government.

The mandate of CBC is to ensure effective dissemination of information relating to Government programmes and initiatives through a combination of Print Media, Audio-Visual Media, Outdoor Publicity, Digital Media, New Media, Folk Media and Interpersonal Communication platforms.

The Bureau also acts as an advisory body on communication and media strategy and assists Ministries and Departments in designing communication campaigns for achieving wider public outreach and participation.

1.3 Formation of Central Bureau of Communication (CBC)

Prior to December 2017, the communication and publicity activities of Ministry of Information & Broadcasting were carried out through three separate media organizations, namely Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD). Each organization had its own organizational structure, manpower, administrative setup and distinct responsibilities for carrying out different aspects of Government communication.

In order to strengthen and streamline the Government's communication and outreach activities, Ministry of I&B decided to integrate these three organizations into a single organization. Vide Order dated 8th December 2017, the Bureau of Outreach and Communication (BOC) was established by integrating the erstwhile DAVP, DFP and S&DD. The objective was to create a unified organization for planning and implementing integrated publicity and communication campaigns of the Government of India and to ensure better utilization of resources and wider public outreach.

As part of the integration, the Regional and Field Offices of the erstwhile DAVP and S&DD were subsumed into the Regional and Field Offices of DFP to create a Unified field organization across the country. The integrated field organization comprised 05 DG Zone Offices, under which 23 Regional Outreach Bureaus (ROBs) and 148 Field Outreach Bureaus (FOBs) were established to carry out communication activities across the country. At the Headquarters level, the integrated organization was established as the Bureau of Outreach and Communication (BOC) under a unified administrative framework with three functional divisions, namely the Advertising and Visual Communication Division, Field Communication Division and Folk Communication Division, corresponding to the erstwhile DAVP, DFP and S&DD respectively.

The Bureau was entrusted with the responsibility of providing 360-degree integrated communication solutions to Ministries, Departments, Public Sector Undertakings (PSUs), Autonomous Bodies and other Government organizations. It also functions as the Government's advisory body on communication and media strategy. The Bureau plans, coordinates and implements integrated communication campaigns through various communication media, including Print Media, Audio-Visual Media, Outdoor Publicity, Digital Media, New Media, Exhibitions, Folk Media and Interpersonal Communication, to ensure effective dissemination of Government policies, programmes, schemes and public welfare initiatives to citizens across the country.

Subsequently, Ministry of I&B, vide Notification dated 21st June 2022, finalized the organizational structure of the integrated Bureau and changed its nomenclature from Bureau of Outreach and Communication (BOC) to Central Bureau of Communication (CBC) at the Headquarters, Zonal, Regional and Field levels. Since then, the organization has been

functioning as the Central Bureau of Communication (CBC), the principal communication agency of the Government of India, providing integrated communication support to Ministries, Departments, Public Sector Undertakings (PSUs) and Autonomous Bodies through its nationwide network of offices.

The integration of the three erstwhile organizations brought together different cadre structures, Recruitment Rules and service conditions under a single organization. Although the organizations were integrated administratively, their cadre structures continued to remain separate. With the passage of time, the functional requirements of the Bureau evolved and the need was felt to review the existing cadre structure to ensure better organizational efficiency, uniformity in career progression and optimum utilization of human resources. The present Cadre Review has, therefore, been undertaken to examine the existing cadre structure and recommend appropriate measures for strengthening the organizational framework of the CBC

1.4 History and Evolution of Erstwhile Media Units

The Ministry of Information and Broadcasting is responsible for informing people about the policies, programmes and welfare schemes of the Government of India. Over the years, the communication needs of the Government increased with the expansion of development programmes and public welfare initiatives. To meet these changing requirements, Ministry of I&B established different media organizations at different points of time. Each organization was given a specific role and used different methods to communicate Government messages to the public.

The Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) served as the three main media units of the Ministry for several decades. Together, these organizations played an important role in informing people about Government policies, welfare schemes and national programmes. While each organization had its own area of work, all three worked with the Unified objective of taking Government messages to people across the country.

With the growing need for better coordination and a more integrated approach to Government communication, the Government decided to bring these three organizations under one umbrella. Accordingly, DAVP, DFP and S&DD were integrated on 08 December 2017 to form the Bureau of Outreach and Communication (BOC). Subsequently, BOC was renamed the Central Bureau of Communication (CBC) on 21 June 2022. The evolution of these organisations and their principal functions are summarised below:

Table 1.1: Evolution of the Central Bureau of Communication

S. No.	Organisation	Year	Principal Functions
1	Directorate of Advertising and Visual Publicity (DAVP)	1955	Government advertising, media planning, print and visual publicity
2	Directorate of Field Publicity (DFP)	1953 (reorganised in 1959)	Field publicity, interpersonal communication and rural outreach
3	Song & Drama Division (S&DD)	1953	Dissemination of Government messages through folk and traditional media
4	Bureau of Outreach and Communication (BOC)	08 December 2017	Integration of DAVP, DFP and S&DD
5	Central Bureau of Communication (CBC)	21 June 2022	Integrated Government communication organisation providing 360-degree communication solutions

The following sections describe the history and evolution of each of these erstwhile media units.

1.4.1 Erstwhile Directorate of Advertising and Visual Publicity (DAVP)

The Directorate of Advertising and Visual Publicity (DAVP) was established in 1955 under the Ministry of Information and Broadcasting as the Government of India's central advertising agency. It was created to provide a centralized system for planning and implementing publicity campaigns for Government policies, programmes and public welfare schemes. Since its establishment, DAVP acted as a single-window communication agency for Central Ministries, Departments, Autonomous Bodies and Central Public Sector Enterprises (CPSEs), helping them communicate Government initiatives to the public in a professional and cost-effective manner.

In its early years, DAVP mainly used print advertisements to publicize Government policies and programmes. As communication methods changed over time, the Directorate gradually expanded its activities by using audio-visual media, printed publicity material, outdoor publicity, exhibitions, mass mailing and later digital and new media platforms. This enabled DAVP to communicate Government messages through different media and reach people across the country more effectively.

As the communication needs of the Government increased, DAVP also strengthened its communication system and adopted modern methods of planning and implementing publicity campaigns. It handled several national-level campaigns on Government policies, development programmes, public welfare schemes and other important national issues. Through these campaigns, DAVP helped increase public awareness and encouraged citizens to participate in various Government initiatives.

To support its growing responsibilities, DAVP established different functional wings at its Headquarters to look after various communication activities. It also established Regional Offices at Bengaluru and Guwahati to coordinate communication activities in different parts of the country. In addition, DAVP maintained a network of 32 Field Exhibition Units, which organized multimedia exhibitions and awareness programmes, particularly in rural and remote areas, to educate citizens about Government schemes and important national issues.

Over the years, DAVP became the Government's principal agency for media publicity and communication. It gained extensive experience in planning and implementing integrated communication campaigns by using different forms of media in a coordinated manner. Its work played an important role in ensuring that Government information reached people across the country in a timely, clear and effective manner.

1.4.2 Erstwhile Directorate of Field Publicity (DFP)

The Directorate of Field Publicity (DFP) traces its origin to the Five Year Plan Publicity Organisation, which was established in 1953 to create awareness about the Government's development programmes. In December 1959, the organization was restructured and renamed as the Directorate of Field Publicity (DFP) with an expanded role in Government communication. The Directorate was entrusted with the responsibility of taking Government messages directly to the people through field-based communication.

In its early years, DFP mainly focused on creating awareness about Government policies, programmes and welfare schemes, particularly in rural and remote areas where access to newspapers, radio and other media was limited. It adopted inter-personal communication as its main method of communication and organized public meetings, group discussions,

village-level programmes and door-to-door campaigns to interact directly with people. These activities helped people understand Government initiatives and encouraged their participation in development programmes.

As the communication needs of the Government increased, DFP expanded its outreach activities across the country. It organized awareness campaigns, exhibitions, Special Outreach Programmes (SOPs), community interaction programmes and other field publicity activities. The Directorate also used mobile publicity units, audio-visual vans, traditional and folk media and other communication tools to reach people in different parts of the country. These activities were carried out with the support of State Governments, local administration and other Government agencies.

One of the unique features of DFP was its two-way communication system. In addition to informing people about Government policies and programmes, the Directorate also collected feedback from the public on the implementation of Government schemes. This feedback was shared with the concerned Ministries and Departments to help them understand public opinion and improve the implementation of their programmes. In this way, DFP acted as an important link between the Government and the people.

Over the years, DFP expanded its organizational network to strengthen its field presence across the country. It functioned through a three-tier structure consisting of the Headquarters at New Delhi, 22 Regional Offices and 207 Field Publicity Units, most of which were located at district headquarters. The Field Publicity Units conducted regular tours and organized awareness programmes, especially in rural, tribal, border and other under-served areas, ensuring that Government information reached people at the grassroots level.

During its long journey, DFP became the Government's principal organization for field outreach and inter-personal communication. It played a significant role in creating awareness about Government policies, development programmes and welfare schemes while strengthening the connection between the Government and the public through direct interaction and regular feedback.

Prior to its integration into CBC, DFP had 16 groups of posts comprising 3 technical and 13 administrative categories, with a sanctioned strength of 818 posts across different designations and pay levels.

1.4.3 Erstwhile Song & Drama Division (S&DD)

The Song & Drama Division (S&DD) was established in 1953 under the Ministry of Information and Broadcasting as a specialized media unit for communicating Government messages through traditional and folk media. It was established with the objective of taking Government information to the people by using cultural performances that were familiar,

entertaining and easy to understand. The Division adopted the motto "**Jan Kala Se Jan Chetna**", reflecting its commitment to creating public awareness through art and culture.

In its initial years, the Division mainly used folk songs, dramas, dance dramas, puppetry and other traditional art forms to communicate Government policies, programmes and welfare schemes. As the communication needs of the Government increased, the Division gradually expanded its activities by introducing ballets, operas, composite programmes, mythological recitals, magic shows and sound and light programmes. These performances were organized in local languages and regional art forms, making Government communication more effective and acceptable to people in different parts of the country.

The S&DD focused on inter-personal communication through live performances. Unlike other media, it established direct interaction with the audience and created greater awareness about Government programmes. Over the years, the Division organized programmes on important national and social issues such as education, health, sanitation, environment, women and child welfare, national integration, communal harmony and other developmental initiatives of the Government.

As its activities expanded, the Division expanded its network and strengthened its outreach across the country. It established 10 Regional Centres, several Border Centres and Departmental Drama Troupes to organize programmes in different States and Union Territories. It gave special attention to rural, tribal, hilly, border and Left Wing Extremism (LWE)-affected areas, where access to newspapers, television and other media was limited. Through live cultural performances, it was able to establish direct interaction with the public and effectively communicate Government messages.

Prior to its integration into CBC, S&DD had 18 groups of posts comprising 7 technical and 11 administrative categories, with a sanctioned strength of 300 posts across different designations and pay levels.

1.4.4 Evolution towards an Integrated Communication Framework

Although DAVP, DFP and S&DD operated independently, their functions were complementary in nature. DAVP specialized in mass media communication, DFP focused on direct public outreach and interpersonal communication, while S&DD utilized traditional and cultural communication methods for awareness generation and community engagement.

The emergence of new communication technologies, changing media consumption patterns and increasing demand for integrated communication campaigns highlighted the need for greater coordination among these organizations. The existence of separate organizational structures and communication mechanisms also limited the scope for convergence and optimal utilization of resources.

In order to create a unified communication framework capable of delivering integrated communication solutions through multiple communication channels, the Government decided to bring these organizations under a single administrative and operational structure. This led to the establishment of the Bureau of Outreach & Communication through the integration of DAVP, DFP and S&DD on 08 December 2017 and subsequently renamed as Central Bureau of Communication with effect from 21st June, 2022.

The creation of CBC brought together the strengths, expertise and institutional experience of the three erstwhile media units and laid the foundation for a comprehensive and coordinated communication framework for the Government of India.

Further, under the proposed organizational structure, CBC will function through 30 State Offices and 72 Branch Offices, where the field establishments of both the CBC and the Press Information Bureau (PIB) will operate in an integrated manner. This arrangement is intended to strengthen coordination between the two organisations, ensure better utilization of resources, improve administrative efficiency and provide a single, coordinated platform for implementing the Government's communication and media outreach activities across the country.

1.5 Need for Cadre Review

At the time of its formation, CBC inherited the cadre structures of the three erstwhile media units. Although the organizations were merged, their cadre structures were not integrated. Employees continued to be governed by the Recruitment Rules, seniority lists, promotional hierarchy and service conditions of their respective organizations. As a result, even after the formation of CBC, the cadres of DAVP, DFP and S&DD continued to function separately.

The Committee observed that the existing cadre structure was created when the three media units were functioning as separate organizations. After the formation of CBC, the nature of work has changed and many activities are now carried out jointly. However, the cadre structure has not been revised to meet these changes. Therefore, the existing cadre structure is not fully suitable for the present needs of CBC.

The Committee observed that no comprehensive Cadre Review had been carried out either before or after the formation of CBC. Many cadres were created several decades ago and have continued without any major review or restructuring. The Committee further observed that career progression in several cadres is very limited.

Another important issue observed during the review was the absence of a uniform system of career progression among employees belonging to the different erstwhile media units that now constitute the CBC. Although these employees are now working under a single

integrated organization, the RRs inherited from the erstwhile media units prescribe different qualifying service, promotional hierarchies and eligibility conditions for promotion.

The Committee is of the considered view that such disparities are not appropriate in an integrated organization like CBC. A Unified organization should have a uniform framework of Recruitment Rules, qualifying service and promotional hierarchy so that all employees are provided fair and equal opportunities for career progression, irrespective of the erstwhile media unit to which they originally belonged.

The Committee also observed that separate cadre structures have made cadre management more complex. Different Recruitment Rules, separate seniority lists and different promotion procedures have increased administrative workload and made manpower planning and deployment more difficult. These differences have also reduced flexibility in utilizing employees according to the functional needs of the organization.

In view of the above, the Committee considered it necessary to undertake a comprehensive Cadre Review of CBC with the following objectives:

- To create a unified cadre structure for CBC.
- To harmonize the Recruitment Rules and service conditions of the erstwhile media units.
- To bring greater uniformity in eligibility conditions, promotion norms and career progression.
- To remove long-pending anomalies and reduce grievances and litigation.
- To simplify cadre management and improve human resource planning.
- To ensure optimum utilization of available human resources.
- To strengthen the organizational structure in line with the present and future functional requirements of CBC.
- To promote capacity building and develop a modern, skilled and efficient workforce.

In view of the above, the Committee considered it necessary to undertake a comprehensive Cadre Review to create a unified cadre structure for CBC, harmonize the cadre structures inherited from the three erstwhile media units, remove long-pending anomalies, improve career progression, revise Recruitment Rules, ensure better utilization of manpower and strengthen the organization to meet its present and future communication requirements

CHAPTER – 2

Cadre Review Framework and Methodology

2.1 Reconstitution of the Cadre Review Committee

The Central Bureau of Communication (CBC) was formed by integrating the erstwhile Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) into a single organisation. Although the organisational integration was completed, the cadre structures of the three erstwhile media units continued to remain separate. As a result, matters relating to Recruitment Rules, seniority, promotions and other service conditions continued to be governed under different rules. This led to administrative challenges and made it difficult to establish a uniform cadre management system in CBC.

To address these issues, CBC engaged the Institute of Secretariat Training & Management (ISTM) to undertake a comprehensive Cadre Review of the organization. ISTM submitted its Final Report (Part-I) containing recommendations on various cadre-related issues. However, after submission of the report, ISTM expressed its inability to undertake the remaining components of the consultancy assignment. It informed CBC that it would not be in a position to carry out the balance work relating to review and preparation of Recruitment Rules, preparation of job descriptions, fixation of inter-se seniority and other pending components of the assignment.

In view of the above developments, the limited time available for completion of the Cadre Review and the directions of the Hon'ble High Court of Delhi for implementation of its judicial orders, CBC decided to build upon the framework already developed by ISTM in its Final Report (Part-I). Instead of engaging a fresh consultant, it was considered appropriate to reconstitute an internal Cadre Review Committee (CRC) to examine the recommendations of ISTM, address the gaps identified in the report and prepare a comprehensive Cadre Review proposal in accordance with the applicable Government instructions and judicial directions. This approach was adopted to ensure timely completion of the Cadre Review exercise and to avoid any further delay in implementation of the Court's directions.

Accordingly, the Cadre Review Committee (CRC) was reconstituted vide Office Memorandum No.C-20171/08/2024-Admn.IV (Part-I), dated 12 June 2026.

The Committee was entrusted with examining the recommendations contained in the ISTM Final Report (Part-I), identifying gaps wherever necessary and assessing their suitability in view of the present and future functional requirements of CBC. The Committee was also required to review the existing cadre structures, Recruitment Rules, sanctioned strength,

promotional avenues, service conditions and other cadre management issues and recommend suitable measures for cadre restructuring, rationalization and integration. While making its recommendations, the Committee was guided by the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT), relevant Government instructions and the directions of the Hon'ble High Court.

The Committee comprised senior officers representing different functional and administrative divisions of CBC. During the course of the review, it held a series of meetings and carefully examined the recommendations contained in the ISTM Final Report (Part-I), the existing cadre structures, Recruitment Rules, manpower position, functional responsibilities, promotional avenues and representations received from various stakeholders. Based on this detailed examination, the Committee identified the recommendations that could be accepted, modified or required further examination, and accordingly formulated its own recommendations for developing a unified, efficient and future-ready cadre structure for the Central Bureau of Communication.

The composition of the Cadre Review Committee is given in **Table 2.1** below.

Table 2.1: Composition of the Cadre Review Committee

Sl. No	Name	Designation	Role
i.	Shri Satti Kishore Kumar	Director	Chairperson
ii.	Ms. Parvathy V	Director	Special Invitee
iii.	Shri Harkesh Kumar	Under Secretary	Member from Ministry of I&B
iv.	Shri Ashok Kumar	Deputy Director	Member
v.	Shri Deojeet Kumar	Deputy Director	Member
vi.	Shri Harshit Narang	Deputy Director	Member
vii.	Shri Jairaj Kishore	Deputy Director	Member
viii.	Smt. Rupa Vedi	Financial Adviser & Chief Accounts Officer	Member
ix.	Shri Jitender Kumar	Section Officer, Admn.V	Member
x.	Shri K.M Jolly	Section Officer, Admn.I	Member
xi.	Shri Avinash Kumar Gautam	Section Officer, Admn.IV	Member Secretary
xii.	Shri Rohit Sharma	Sr. Office Assistant	Co-opted Member

2.2 Genesis of the Cadre Review Exercise

The need for the present Cadre Review arose from the structural changes brought about by the integration of the three erstwhile media organizations, namely the Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD), into the Bureau of Outreach and Communication on 08 December 2017, which was subsequently renamed as the CBC on 21 June 2022. The integration successfully brought the three organizations under a Unified Administrative framework and enabled unified planning and implementation of Government communication programmes. However, the cadre structures of the three organizations were not integrated simultaneously. Each organization continued to retain its own Recruitment Rules, cadre hierarchy, promotional channels, service conditions and nomenclature of posts. As a result, CBC inherited a large number of separate cadres with different eligibility conditions, promotional structures and pay levels. Employees performing similar or comparable functions were often governed by different Recruitment Rules and service conditions. These differences created disparities in career progression, promotional opportunities and cadre management, leading to administrative difficulties and avoidable service-related grievances. With the passage of time, many Recruitment Rules also became outdated and no longer reflected the present organizational structure or functional requirements of CBC. In several cadres, promotional avenues were limited, resulting in stagnation, while in certain cases multiple cadres performed similar functions despite being governed by separate service structures. Recognizing the need to establish a unified, transparent, efficient and function-oriented cadre management system, CBC initiated the present Cadre Review in accordance with the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT). The objective was to create a rationalized cadre structure capable of meeting both the present and future requirements of the organization.

2.3 Previous Studies and Background Work

Before the constitution of the Cadre Review Committee, considerable work relating to cadre restructuring had already been undertaken by CBC as well as by the Institute of Secretariat Training and Management (ISTM). The Committee noted that the following important documents and studies were available for examination:

- Draft Cadre Review Report prepared by the Internal Cadre Review Committee of CBC, which was constituted vide CBC's Order No. 32020/1/2024-Admn.V, dated: 14.10.2024.
- Addendum prepared by Internal Cadre Review Committee of CBC, incorporating additional proposals and modifications.
- Consultancy Report submitted by the Institute of Secretariat Training and Management (ISTM).
- Existing Recruitment Rules of all cadres.
- Cadre-wise sanctioned strength, manpower position and vacancy status.

- Organizational structure of CBC and the proposed future organizational structure.
- Representations received from employees and service associations.
- Relevant Government Orders, Office Memoranda, judicial orders and DoPT guidelines relating to cadre management.

Instead of undertaking the entire exercise afresh, the Committee carefully examined these documents and assessed their recommendations in the light of the present organizational structure, manpower requirements and functional responsibilities of CBC. Wherever the recommendations of ISTM or the Internal Committee were found appropriate, the Committee accepted them. Wherever modifications were considered necessary in view of the present functional requirements, administrative feasibility or Government policy, suitable changes were made after detailed deliberations. Accordingly, the present Report is based on a comprehensive examination of the ISTM Consultancy Report, the Draft Cadre Review Report prepared by CBC, existing Recruitment Rules, organizational requirements and all other relevant records placed before the Committee.

2.4 Terms of Reference

The Ministry of Information & Broadcasting entrusted the Institute of Secretariat Training and Management (ISTM) with the task of undertaking the Cadre Review of the Central Bureau of Communication. The consultancy was assigned with clearly defined Terms of Reference covering various aspects of cadre management and organizational restructuring. The original scope of the study included restructuring and rationalization of the existing cadres, preparation and revision of Recruitment Rules, fixation of inter-se seniority following the integration of the erstwhile media units and development of an appropriate framework for addressing pay anomalies. During the course of the consultancy, it was suggested by ISTM that the issue relating to pay anomalies would be examined separately by the Ministry of I&B and Nodal Ministry/Departments i.e. DoE, DoPT, DoLA etc. Accordingly, this subject was excluded from the scope of the consultancy. In its place, preparation of Job Descriptions for various posts in CBC was included in the Terms of Reference. The Cadre Review Committee examined the cadre structure keeping in view the revised scope of work and the Terms of Reference assigned for the study. The Terms of Reference considered by the Committee are given below:

Table 2.2: Terms of Reference

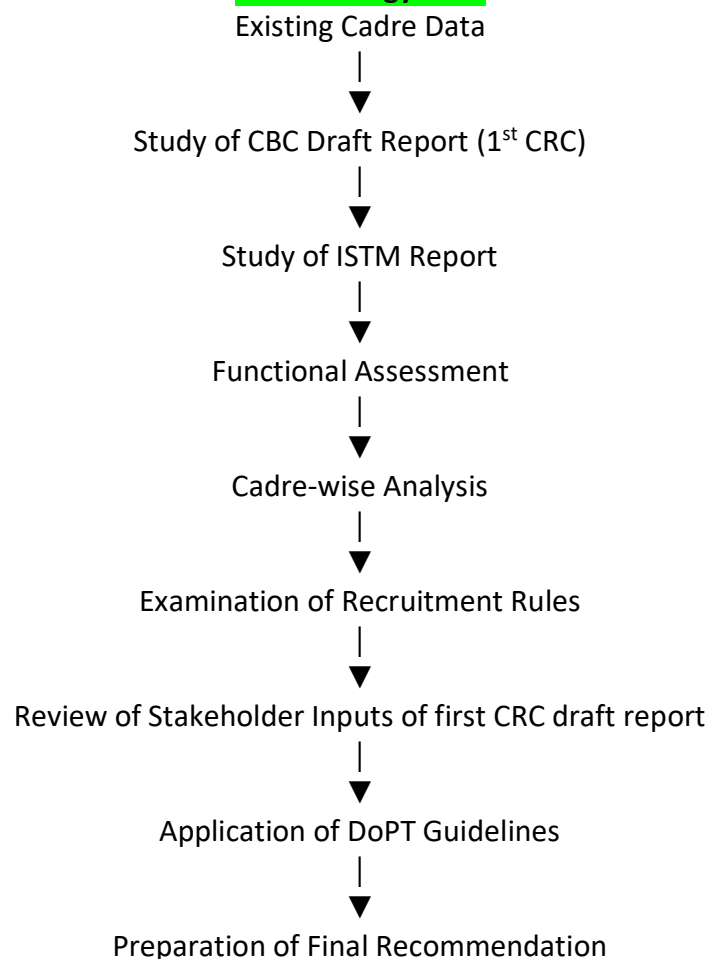
Sl. No.	Terms of Reference (ToR)
1	Review and restructuring of the cadre structure of CBC
2	Review and framing of Service Rules/Recruitment Rules
3	Fixation of inter-se seniority after merger of cadres
4	Preparation of Job Descriptions
5	Examination of organisational requirements arising out of cadre restructuring
6	Rationalisation of cadre hierarchy and promotional avenues
7	Examination of existing human resources

2.5 Methodology Adopted

The Committee adopted a systematic approach while carrying out the Cadre Review. It examined the existing cadre structures of all the erstwhile media units, analysed their Recruitment Rules, sanctioned strength, functional responsibilities, promotional hierarchy and manpower position. The Committee also examined the recommendations made by ISTM, the observations of the Internal Cadre Review Committee and the representations received from employees and service associations. The Committee held a series of meetings to deliberate upon the issues affecting various cadres and assessed each cadre with reference to its present role, future functional requirements and the proposed organizational structure of CBC comprising 30 State Offices and 72 Branch Offices. Relevant Government policies, DoPT guidelines, Ministry instructions and judicial decisions relating to cadre management were also taken into consideration. Based on this detailed examination, the Committee formulated its recommendations with the objective of establishing a unified, efficient and function-oriented cadre structure that provides clear career progression, promotes administrative efficiency and meets the present as well as future requirements of the Central Bureau of Communication.

Figure 2.1

Methodology Flow



2.6 Guiding Principles

While carrying out the Cadre Review, the Committee adopted a balanced and pragmatic approach to ensure that the proposed cadre structure meets the present and future functional requirements of the CBC. The recommendations have been framed keeping in view the objectives of organizational efficiency, effective cadre management, uniform career progression, optimum utilization of manpower and compliance with Government policies and instructions.

The Committee was guided by the following broad principles while examining the existing cadre structure and formulating its recommendations:

- **Completion of Cadre Integration:** To complete the integration of the cadre structures inherited from the erstwhile Directorate of Advertising and Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) and establish a unified cadre management system for CBC.
- **Rationalisation of Cadres:** To rationalize the existing cadre structure by merging cadres performing similar or comparable functions and retaining separate cadres only where functional specialization is essential.
- **Functional Requirement:** To align the cadre structure with the present and future functional requirements of CBC and the proposed organizational structure comprising 30 State Offices and 72 Branch Offices.
- **Elimination of Duplication:** To remove overlapping functions, multiple designations and duplication of posts in order to improve administrative efficiency.
- **Optimum Utilisation of Manpower:** To ensure effective deployment of available manpower by matching sanctioned strength with the actual operational requirements of the organization.
- **Simplification of Cadre Management:** To simplify cadre administration by reducing the number of separate cadres and providing a uniform framework for Recruitment Rules, seniority and career progression.
- **Career Progression:** To provide clear, fair and uniform promotional avenues to employees through a balanced promotional hierarchy and well-defined feeder grades.
- **Balanced Cadre Pyramid:** To maintain an appropriate distribution of posts at different levels so as to facilitate efficient functioning of the organization and provide adequate promotional opportunities.
- **Compliance with Government Policies:** To ensure that the recommendations are consistent with the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT) and other relevant Government instructions.
- **Financial Prudence:** To ensure that the proposed cadre structure is financially sustainable and promotes optimum utilization of Government resources without creating avoidable financial liability.

The Committee also took into consideration the Office Memorandum dated 20 September 2022 issued by the Department of Personnel & Training (DoPT) revising the minimum qualifying service for promotion under the 7th Central Pay Commission Pay Matrix. Accordingly, while formulating the proposed cadre hierarchy and promotional structure, due consideration has been given to the principles contained in the said Office Memorandum, wherever applicable. Further, while finalizing its recommendations, the Committee examined the existing organizational structure, manpower position, functional responsibilities of various cadres, recommendations made by ISTM, representations received from employees and service associations, and other relevant Government instructions to ensure that the proposed cadre structure is practical, efficient and capable of meeting the long-term requirements of CBC.

2.7 DoPT Guidelines on Cadre Review

Some of the important instructions of DoPT on cadre review are:

- 1) Cadre review encompasses several key elements of cadre management such as formation of service, manpower projection, recruitment planning, training, deputation, encadrement, decadrement, creation of posts, managing reserves, etc. It helps realign a service to the ever-changing organisational needs and maintain congruence between functional needs and legitimate aspirations of the officers. The main thrust of cadre review is on manpower projections and recruitment planning on scientific lines aiming at the same time at rationalization of the existing cadre structure of a Service in accordance with certain predefined principles and a given set of objectives like improving the efficiency, morale and effectiveness of the cadre. However, of late, the cadre management has not been getting due attention or has been misconstrued as a process of upgrading /downgrading or creation of cadre posts only, which over a period has led to serious distortions in the cadre/service.
- 2) The proposal would be formulated, to the extent possible, in consultation with the representatives of service association(s). While drafting the proposal, all issues like mandate of the service, expected changes in the Organisation's activities, automation, amendment in the business processes, recruitment planning, plugging the skill gaps, cadre structure, career progression, incumbency, financial implications etc. must be analyzed and made part of the proposal.
- 3) The efforts should be made to make the structure sustainable. While suggesting a cadre structure, creation of high percentages of posts at higher level on the cost of lower grades distorting the cadre and affecting the functioning of the organisation adversely may be avoided.

- 4) Full functional justification for creation/upgradation of each post should be given. A job evaluation exercise may be undertaken for each category of posts to ensure that different grades are assigned corresponding level of functions and responsibilities.
- 5) The cadre review would not have an adverse impact on the feeder grade.
- 6) The proposal having additional financial implications would be entertained strictly on functional considerations like consistent increase in workload, horizontal expansion in activities etc. keeping in view the economy instructions issued by the DoE from time-to-time.
- 7) Every cadre should be reviewed once every five years.
- 8) The recruitment plan for next five years may invariably be made part of the cadre review proposal and while projecting such recruitment planning attempts may be made to keep it around ideal 3% of the authorised cadre strength per year avoiding clubbing of recruitment. Recruitment planning approved during the cadre review may be followed and for any deviation, fresh plan may be finalised in consultation with the DoPT.
- 9) Statistical profile is one of the important tools for not only preparing policy guidelines on cadre management and indication of career progression of a service, but also to examine a cadre review proposal in scientific manner with its impact on other similar services. The statistical profile is maintained half yearly, i.e., 1st January and 1st July of every year.
- 10) The cadre reviews will be carried out by the CCAs in consultation with the DoE.
- 11) The cadre review may be visualised as an exercise for complete manpower planning: considering the annual intake at the entry level, maintenance needs, growth etc. rather than being viewed only as a need for upgradation of posts to provide promotional opportunities to the members of the staff.
- 12) The cadre review may be conducted on functional-cum-structural consideration with due regard to the duties and responsibilities and the need to promote efficiency in the Organisation/Department. Hence, while conducting cadre review the cadre structure may be made pyramidal with enough officers at all the levels for not only effective functioning of the organisation but also to fill higher posts. A structural ratio of 3:1 between two consecutive grades (feeder grade: higher level) is better to fill posts.
- 13) The cadre review exercise may be conducted periodically for the groups 'B' and 'C' posts without linking it to the level of stagnation in the cadre.

14) While conducting cadre review, time bound promotions may be considered only in exceptional cases, where it is provided for in the Service Rules of respective categories/grades of the concerned staff. The cadre review should be consistent with the needs and requirements of the organisation.

15) While conducting cadre review, the Administrative Ministry may consider rationalisation of categories/grades through merger, as over the passage of time, there might have been proliferation of categories, levels and grades in each Service. A multi-disciplinary approach may be considered rather than having strait jacket or water tight compartmentalisation.

16) The cadre review of Group 'B' and 'C' posts so conducted under the procedure contained in above paras should not result in creation of posts in Central Group 'A' Services or any change in status of the cadres/services from Group 'B'/'C' to 'A'.

17) The primary responsibility for conducting cadre review for Group 'B' and 'C' cadres will be of the concerned CCAs in the respective Ministries/Departments. The DoPT will lay down the policy, issue guidelines and if necessary, review the progress of cadre reviews, conducted by the concerned CCAs/Ministries/Departments. Hence, any new policy issue contained in the cadre review proposal may be referred to Cadre Review Division of this Department.

18) In isolated categories where promotion to next grade is not possible, efforts may be made to identify posts after considering the qualifications and experience, duties and responsibilities attached to these posts, for merging them with the existing cadres. While conducting cadre review of various categories of services/cadres/posts, an exercise may be undertaken to identify such isolated posts and to include them for encadrement, if feasible. In case it is not possible to merge them in an existing or proposed hierarchical structure, these posts should not be filled by direct recruitment but by transfer on deputation so that the incumbents of such posts do not stagnate.

Budget Neutrality: The requirement of budget neutrality must be understood in the correct perspective. While discouraging any liberal creation of posts, it seeks to ensure that any increase in the net expenditure has to be in correspondence with increase in output or horizontal expansion in activities.

Skill gap: Since on an average, the interval between two successive cadre review is more than five years, it is essential to visualise the Organisational role five years hence and to assess the skill gaps of officers that would be required to be plugged by way of capacity building. Therefore, this factor should invariably form a part of cadre review proposal.

CHAPTER – 3

Organisational Structure and Functional Analysis

3.1 Existing Organizational Structure of CBC

The CBC has a nationwide organizational network to ensure effective dissemination of Government information and public outreach. The organization functions through its Headquarters at New Delhi, Regional Offices and Field Offices, enabling it to disseminate Government information and awareness campaigns effectively across urban, rural, remote and border areas of the country.

Following the integration of the erstwhile DAVP, DFP and S&DD, Ministry of Information & Broadcasting reorganized the field formation of the organization vide Order No.P-11011/4/2012-PPC, dated 08 December 2017, followed by Order dated 28 February 2018 and other subsequent orders issued from time to time. Under the revised organizational structure, CBC's field establishment consists of 05 Director General (DG) Zones. Under these DG Zones function 19 Additional Director General (Region), which supervise and coordinate the activities of 23 Regional Offices and 148 Field Offices across the country. Respective ADGs are also Head of Department of concerned Regional Office. The Headquarters of CBC, located at New Delhi, is headed by the Director General, who serves as the Head of the Department (HoD). The Director General is responsible for the overall administration, policy formulation, planning, coordination and supervision of the organization and exercises overall control over both the Headquarters and the field formations.

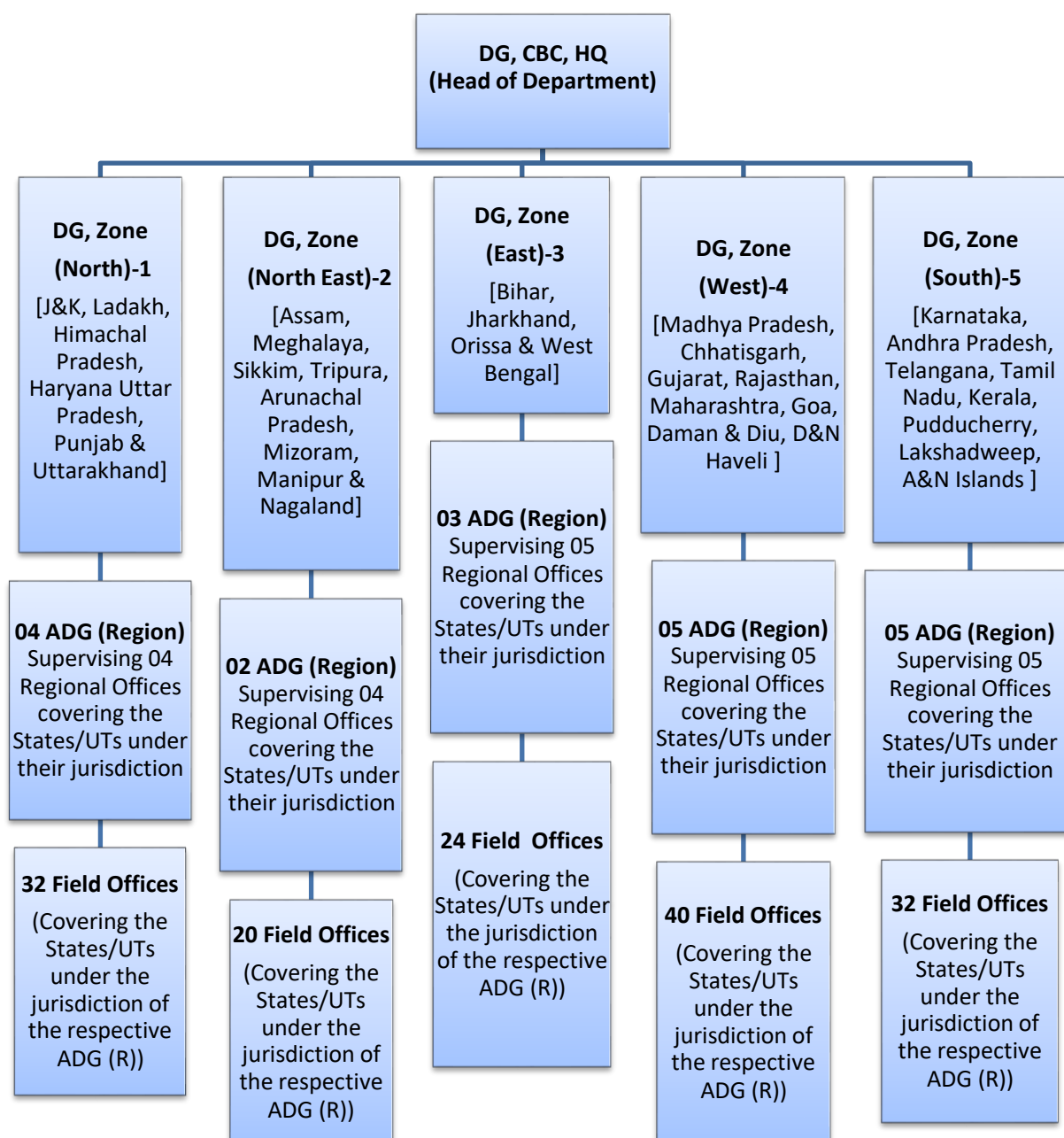
The Headquarters comprises various administrative, financial, technical and communication divisions responsible for policy formulation, planning, campaign management, media coordination, administration, finance, establishment matters and monitoring of communication activities. These divisions provide strategic direction and administrative support to the Regional Offices and Field Offices and ensure uniform implementation of Government communication programmes across the country.

The ADG (Region) serves as the head of the regional establishment and is responsible for supervising, coordinating and monitoring the functioning of the Regional Offices and Field Offices within the respective region. The Regional Offices oversee the implementation of communication programmes at the regional level, while the Field Offices function as the primary field units responsible for organizing outreach activities, conducting awareness campaigns, establishing liaison with State Governments and District Administration, and collecting feedback from the public for onward transmission to the Headquarters.

The Headquarters of CBC houses various functional wings, namely Advertising, Print Publicity, Outdoor Publicity, Exhibitions, Art Studio, Folk Communication and Outreach, Administration, Mass Mailing, New Media and Accounts & Finance.

The existing organizational structure of the CBC is illustrated in Chart 3.1.

Chart 3.1: Existing Organizational Structure



3.1.1 Headquarters

The Headquarters of the CBC, located at New Delhi, serves as the apex administrative and operational office of the organization and is headed by the Director General, who functions as the Head of the Department (HoD). The Headquarters is responsible for providing overall leadership and strategic direction to the organization and exercises administrative, financial and functional control over all its offices across the country.

The Headquarters is entrusted with policy formulation, planning, coordination, monitoring and evaluation of the communication and publicity programmes undertaken by CBC. It is also responsible for administration, establishment matters, finance, budget management, human resource management, procurement, vigilance and coordination with the Ministry of Information & Broadcasting and other Ministries, Departments and Government agencies.

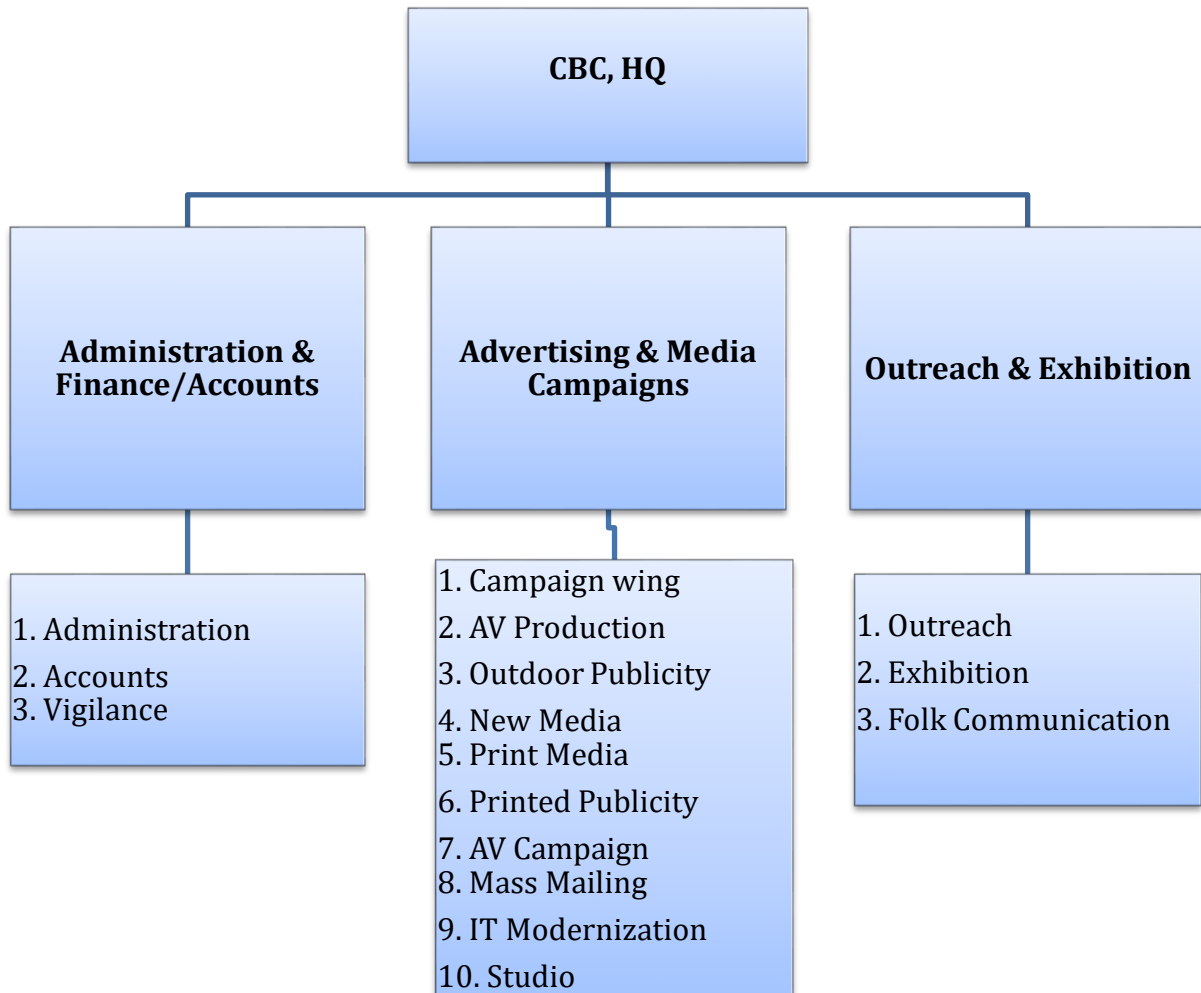
To discharge its responsibilities effectively, the Headquarters functions through a number of administrative and functional wings under the supervision of the Director General and Additional Directors General. These include the Administrative Wing, Accounts Wing, Campaign Wings, Audio-Visual Production Wing, Outdoor Publicity Wing, Print Media Wing, Printed Publicity Wing, New Media Wing, Mass Mailing Wing, IT Modernization Wing, Vigilance Wing, Outreach & Exhibition Wing and other supporting units. Each wing is responsible for planning, coordinating and implementing specialized communication activities within its assigned functional domain.

The Headquarters plays a central role in conceptualizing and designing integrated communication campaigns for dissemination through multiple media platforms. It develops communication strategies, prepares campaign plans, coordinates media releases, produces publicity material, undertakes creative and digital communication initiatives and monitors the implementation and impact of Government communication programmes. It also provides technical, administrative and financial guidance to the field formations to ensure uniform implementation of policies and programmes across the country.

The Headquarters maintains close coordination with the Director General (Zones), Additional Director General (Region), Regional Offices and Field Offices to ensure effective planning, execution and monitoring of communication and outreach activities. It also reviews the performance of the field formations, allocates resources, issues operational guidelines and provides necessary support for successful implementation of Government campaigns at the regional and field levels.

The existing organizational structure of the Headquarters is illustrated in Chart 3.2.

Chart 3.2: Existing Headquarters Structure



3.1.2 Existing Field Structure

The field structure of the CBC forms the backbone of the organization's communication and outreach mechanism. It provides the institutional framework for implementing Government communication programmes at the regional, State and district levels, thereby ensuring effective dissemination of information and public outreach across the country.

Pursuant to the integration of the erstwhile DAVP, DFP and S&DD, Ministry of I&B reorganized the field formations of CBC to establish a unified and coordinated field network. Under the existing structure, the field establishment comprises 05 Director General (DG) Zones, 19 Additional Director General (Region) Offices, 23 Regional Offices and 148 Field Offices spread across different States and Union Territories.

Each Director General (Zone) is responsible for providing overall supervision and strategic direction to the field formations within the respective zone. The Additional Director General (Region) functions as the Head of the Regional Office and exercises administrative and functional control over the Regional Offices and Field Offices falling within the assigned jurisdiction. The Regional Offices coordinate the planning, implementation and monitoring of communication activities at the regional level, while the Field Offices serve as the primary field units responsible for organizing outreach programmes, awareness campaigns, exhibitions, interpersonal communication activities and liaison with the State Governments, District Administration and other local stakeholders.

The field formations also play an important role in disseminating information relating to Government policies, flagship programmes and public welfare initiatives. In addition, they provide valuable grassroots feedback to the Headquarters regarding public perception, implementation challenges and the effectiveness of communication campaigns, thereby facilitating informed planning and policy decisions.

The existing field network is organized into 05 Director General (DG) Zones, each comprising one or more Additional Director General (Region) Offices, Regional Offices and Field Offices covering specified geographical jurisdictions. The existing zonal and regional organizational structure of CBC is presented in Table 3.1.

Table 3.1: Existing Zonal and Regional Structure of the CBC

Sl. No	Zonal Office	ADG(Region)	Office
1	Zone -I (DG, Lucknow) J&K, Ladakh, Himachal Pradesh, Haryana, Chandigarh, Punjab, Uttar Pradesh & Uttarakhand	CHANDIGARH	RO, CHANDIGARH
			FO, KARNAL
			FO, HISAR
			FO, JALANDHAR
			FO, AMRITSAR
			FO, PATHANKOT
			FO, CHAMBA
			FO, HAMIRPUR
			FO, MANDI
			FO, SHIMLA
		JAMMU	RO, JAMMU
			FO, ANANTNAG
			FO, DODA
			FO, POONCH
			FO, KATHUA
			FO, LEH
			FO, RAJOURI
			FO, SRINAGAR

Sl. No	Zonal Office	ADG(Region)	Office
		LUCKNOW	FO, UDHAMPUR
			RO, LUCKNOW
			FO, AGRA
			FO, ALIGARH
			FO, AZAMGARH
			FO, BANDA
			FO, BAREILLY
			FO, ALLAHABAD (PRAYAGRAJ)
			FO, GORAKHPUR
			FO, JHANSI
			FO, MAINPURI
			FO, MEERUT
			FO, MORADABAD
			FO, VARANASI
		DEHRADUN	RO, DEHRADUN
			FO, NAINITAL
			FO, PAURI
			FO, PITHORAGARH
2	Zone-II (DG, Kolkata) Bihar, Jharkhand, Odisha, West Bengal	KOLKATA	RO, KOLKATA
			FO, BANKURA
			FO, BARDHAMAN
			FO, CHINSURAH
			FO, MEDINIPUR
		KOLKATA	RO, SILIGURI
			FO, JALPAIGURI
			FO, MALDA
			FO, RAIGANJ
		BHUBANESWAR	RO, BHUBANESWAR
			FO, JEYPORE
			FO, SAMBALPUR
			FO, BERHAMPUR
			FO, BALASORE
			FO, BHAWANIPATNA
			FO, KEONJHAR
			FO, PHULBANI
		PATNA	RO, PATNA
			FO, SITAMARHI
			FO, CHAPRA
			FO, DARBHANGA
			FO, BHAGALPUR
			FO, MUNGER
			FO, GAYA

Sl. No	Zonal Office	ADG(Region)	Office
3	Zone-III (DG, Mumbai) Gujarat, Rajasthan, Maharashtra, Goa, Daman & Diu, D&N Haveli Madhya Pradesh & Chhattisgarh	PATNA	RO, RANCHI
			FO, DHANBAD
			FO, DALTONGANJ
			FO, GUMLA
			FO, DUMKA
		BHOPAL	RO, BHOPAL
			FO, INDORE
			FO, JABALPUR
			FO, GWALIOR
			FO, CHHINDWARA
			FO, CHHATARPUR
			FO, SAGAR
			FO, MANDSAUR
			FO, JHABUA
			FO, MANDLA
			FO, SHAHDOL
			FO, REWA
			FO, BALAGHAT
		RAIPUR	RO, RAIPUR
			FO, AMBIKAPUR
			FO, BILASPUR
			FO, DURG
			FO, JAGDALPUR
		MUMBAI	FO, KANKER
			RO, PUNE
			FO, AHMEDNAGAR
			FO, AMRAVATI
			FO, AURANGABAD
			FO, JALGAON
			FO, KOLHAPUR
			FO, NAGPUR
			FO, NANDED
			FO, NASHIK
			FO, PANAJI
			FO, SOLAPUR
			FO, WARDHA
		JAIPUR	RO, JAIPUR
			FO, AJMER
			FO, DUNGARPUR
			FO, JODHPUR
			FO, KOTA
			FO, SAWAIMADHOPUR
			FO, SIROHI

Sl. No	Zonal Office	ADG(Region)	Office
		AHMEDABAD	FO, UDAIPUR
			RO, AHMEDABAD
			FO, GODHRA
			FO, SURAT
			FO, PALANPUR
			FO, JUNAGADH
			FO, BHUJ
4	Zone-IV (DG, Chennai) Karnataka, Andhra Pradesh, Telangana, Tamil Nadu, Kerala, Puducherry, Lakshadweep, A&N Islands	CHENNAI	RO, CHENNAI
			FO, MADURAI
			FO, TIRUCHIRAPALLI
			FO, COIMBATORE
			FO, VELLORE
			FO, TIRUNELVELI
			FO, PUDUCHERRY
			FO, RAMANATHAPURAM
			FO, DHARMAPURI
			FO, THANJAVUR
		BENGALURU	RO, BENGALURU
			FO, BALLARY
			FO, DHARWAD
			FO, KALABURAGI
			FO, MYSURU
			FO, MANGALURU
			FO, SHIVAMOGGA
			FO, VIJAYAPURA
		HYDERABAD	RO, HYDERABAD
			FO, NALGONDA
			FO, NIZAMABAD
			FO, WARANGAL
		VIJAYAWADA	RO, VIJAYAWADA
			FO, KADAPA
			FO, GUNTUR
			FO, KAKINADA
			FO, KURNOOL
			FO, NELLORE
			FO, SRIKAKULAM
		TRIVANDRUM	RO, TRIVANDRUM
			FO, KOTTAYAM
			FO, ERNAKULAM
			FO, THRISSUR
			FO, PALAKKAD
			FO, WAYANAD

Sl. No	Zonal Office	ADG(Region)	Office
5	Zone-V (DG, NE) Assam, Meghalaya, Sikkim, Tripura, Arunachal Pradesh, Mizoram, Manipur & Nagaland		FO, KANNUR
			FO, KAVARATTI
		GUWAHATI	RO, GUWAHATI
			FO, BARPETA
			FO, TEZPUR
			FO, DIPHU
			FO, DIBRUGARH
			FO, SILCHAR
		GUWAHATI	RO, SHILLONG
			FO, TURA
			FO, NONGSTOIN
			FO, AGARTALA
			FO, KAILASHAHAR
		IMPHAL	RO, IMPHAL
			FO, KOHIMA
			FO, TUENSANG
			FO, AIZAWL
			FO, SENAPATI
			FO, CHANDEL
			FO, TAMEINGLONG
		IMPHAL	RO, ITANAGAR
			FO, PASIGHAT
			FO, BOMDILA
			FO, TEZU
			FO, TAWANG
			FO, ALONG

Note: Besides the above 148 Field Offices, 02 additional Field Offices are functioning at Visakhapatnam (under RO, Vijayawada) and Port Blair (under RO, Chennai).

3.2 Proposed Organisational Structure of CBC

The Ministry of Information & Broadcasting is presently considering a proposal for restructuring the field establishment of its media organizations through the establishment of Integrated MIB Offices across the country. The proposal aims to create a unified field structure by integrating the existing regional and field offices of various media units of the Ministry into a single administrative framework.

The proposal envisages the establishment of 30 State MIB Offices and 72 Branch MIB Offices, in place of the existing network of 36 Regional PIB Offices, 23 Regional CBC Offices and 148 CBC Field Offices. The proposed restructuring is intended to improve administrative

efficiency, strengthen coordination among the media units of the Ministry and ensure better utilization of available human and financial resources.

As an initial step towards implementation of the proposed framework, the Integrated MIB Office model has already been introduced on a pilot basis in the Bhopal Region. The experience gained from the pilot implementation is expected to facilitate phased implementation of the proposed organizational structure in other parts of the country, subject to the approval of the Ministry.

As the proposal is presently under consideration of the Ministry, the existing organizational structure of CBC continues to remain in force. However, keeping in view the likely restructuring of the field establishment, the Committee has taken note of the proposed organizational framework while examining the future cadre requirements of CBC. The recommendations contained in this Report have been formulated in a manner that would facilitate a smooth transition to the proposed structure, if approved.

3.2.1 State Offices and Branch Offices

As part of the proposed restructuring of the Ministry's field establishment, the existing Regional Offices and Field Offices of CBC are proposed to be reorganized into State Offices and Branch Offices under the Integrated MIB Office framework.

Under the proposed arrangement, 30 State Offices and 72 Branch Offices are envisaged across the country to replace the existing network of Regional Offices and Field Offices. Each State Office will function as the principal field office for the respective State or group of States/Union Territories and will be headed by an officer designated by the Ministry. The State Office will be responsible for planning, coordination, supervision and monitoring of communication and publicity activities within its jurisdiction.

The Branch Offices will function under the administrative control of the respective State Office and will serve as the primary field units for implementation of Government communication and outreach programmes at the district and sub-State levels. These offices will organize public awareness campaigns, outreach programmes, exhibitions, interpersonal communication activities and other communication initiatives in coordination with the State Governments, District Administration and local stakeholders.

The proposed State Office/Branch Office structure is intended to establish an integrated field network for the Ministry, improve coordination among the media units, optimize utilization of available manpower and infrastructure, and strengthen the delivery of Government communication programmes across the country.

The proposed organizational structure of the State Offices and Branch Offices is illustrated in **Table 3.2**.

Table 3.2: Proposed Structure of CBC

Sl. No.	State/UT	State Office	Branch Offices
1.	Andhra Pradesh	Vijayawada	1. Visakhapatnam, 2. Nellore (Interim)/Tirupati (New), 3. Kurnool
2.	Arunachal Pradesh	Itanagar	4. Tezu
3.	Assam	Guwahati	5. Dibrugarh, 6. Barpeta, 7. Silchar
4.	Bihar	Patna	8. Bhagalpur, 9. Gaya, 10. Darbhanga
5.	Chhattisgarh	Raipur	11. Ambikapur, 12. Jagdalpur, 13. Bilaspur
6.	Goa	Panaji	—
7.	Gujarat	Ahmedabad	14. Bhuj, 15. Rajkot (New)/Junagadh (Interim), 16. Vadodara (New)/Godhra (Interim), 17. Surat
8.	Haryana	Chandigarh	18. Hisar, 19. Karnal
9.	Punjab	Chandigarh	20. Jalandhar, 21. Bathinda (New), 22. Amritsar
10.	Himachal Pradesh	Shimla	23. Dharamshala (New)/Hamirpur (Interim)
11.	Jammu & Kashmir	Srinagar	24. Jammu
12.	Jharkhand	Ranchi	25. Dumka, 26. Dhanbad, 27. Daltonganj
13.	Karnataka	Bengaluru	28. Dharwad, 29. Kalaburagi, 30. Shivamogga, 31. Mangaluru, 32. Mysuru
14.	Kerala	Thiruvananthapuram	33. Kozhikode (New)/Wayanad (Interim), 34. Ernakulam
15.	Lakshadweep		35. Kavaratti
16.	Ladakh	Leh	36. Kargil (New)
17.	Madhya Pradesh	Bhopal	37. Indore, 38. Jabalpur, 39. Rewa, 40. Gwalior
18.	Maharashtra	Mumbai	41. Aurangabad, 42. Pune, 43. Nashik, 44. Nagpur, 45. Amravati
19.	Manipur	Imphal	46. Tamenglong
20.	Meghalaya	Shillong	47. Tura

Sl. No.	State/UT	State Office	Branch Offices
21.	Mizoram	Aizawl	—
22.	Nagaland	Kohima	—
23.	Odisha	Bhubaneswar	48. Sambalpur, 49. Jeypore, 50. Balasore
24.	Puducherry	Puducherry	—
25.	Rajasthan	Jaipur	51. Udaipur, 52. Kota, 53. SawaiMadhopur, 54. Jodhpur, 55. Bikaner (New)
26.	Sikkim	Gangtok	—
27.	Tamil Nadu	Chennai	56. Coimbatore, 57. Madurai, 58. Tiruchirappalli
28.	Andaman & Nicobar Islands	Chennai	59. Port Blair
29.	Telangana	Hyderabad	60. Warangal, 61. Nizamabad, 62. Nalgonda
30.	Tripura	Agartala	—
31.	Uttar Pradesh	Lucknow	63. Varanasi, 64. Jhansi, 65. Agra, 66. Bareilly, 67. Gorakhpur
32.	Uttarakhand	Dehradun	68. Nainital, 69. Pithoragarh
33.	West Bengal	Kolkata	70. Siliguri, 71. Medinipur, 72. Bardhaman

Note: *The above structure is proposed and is subject to change. The number and location of State Offices and Branch Offices may undergo variation until the structure is finally approved by the Government.*

3.2.2 Major Functional Division of CBC

Following the integration, CBC has emerged as the Government's integrated communication organization responsible for planning, coordinating and implementing public communication and outreach activities. The Headquarters of CBC functions through various functional and support divisions, each entrusted with specific responsibilities to ensure effective dissemination of Government policies, programmes and initiatives across the country. The major functional divisions of CBC and their broad responsibilities are described below.

1. Administration Division

The Administration Division is responsible for the overall administrative management of the organization. It deals with establishment matters relating to recruitment, promotions, transfers, postings, confirmation, seniority, leave, service records, retirement benefits, vigilance, disciplinary proceedings, implementation of Government policies and service rules, office administration and coordination among various divisions and field formations. The Division also ensures effective human resource management and smooth functioning of the organization.

2. Campaign Wing

The Advertising Wing is the principal wing responsible for planning, coordinating and implementing Government advertising campaigns. It prepares media strategies, allocates publicity budgets, releases advertisements through print, electronic, digital and other approved media, and coordinates with Ministries, Departments, Public Sector Undertakings and media organizations. The wing ensures timely and effective dissemination of Government information to the target audience through appropriate media platforms.

3. Outdoor Publicity Wing

The Outdoor Publicity Wing undertakes publicity through outdoor communication media such as hoardings, billboards, transit media, kiosks, display panels, illuminated signage and other innovative outdoor publicity platforms. The wing plans and executes outdoor publicity campaigns to enhance public visibility of Government programmes and ensure wider outreach, particularly in high-footfall public locations.

4. Exhibitions Wing

The Exhibitions Wing is responsible for conceptualizing, designing and organizing exhibitions to highlight Government policies, achievements, flagship programmes and developmental initiatives. It develops exhibition concepts, prepares thematic displays, interactive exhibits and presentation material, and coordinates participation in national, state and regional exhibitions, trade fairs and public events to promote awareness among citizens.

5. Print Publicity & Production Wing

The Print Publicity & Production Wing is responsible for the development, production and dissemination of printed publicity material required for Government communication campaigns. It prepares brochures, booklets, posters, folders, calendars, leaflets, handbooks and other publications and ensures their timely printing, quality control and distribution to field formations and other stakeholders.

6. Art Studio Wing

The Art Studio Wing provides creative support for Government communication campaigns by designing visual communication material. It prepares artwork, illustrations, graphics, layouts, logos, exhibition panels, display material and other creative content required for print, outdoor, digital and exhibition publicity. The wing plays a vital role in enhancing the visual identity and communication effectiveness of Government campaigns.

7. Mass Mailing Wing

The Mass Mailing Wing is responsible for the large-scale packaging, dispatch and distribution of publicity and information material to Government organizations, educational institutions, media houses, public representatives and other stakeholders throughout the country. It ensures timely and systematic distribution of campaign material to support nationwide communication programmes.

8. Outreach & Folk Communication Wing

The Outreach & Folk Communication Wing promotes Government programmes through interpersonal communication and traditional folk media. The wing organizes awareness campaigns, cultural performances, community outreach programmes, interactive sessions and other communication activities, particularly in rural, tribal and remote areas. It facilitates direct engagement with the public and encourages community participation and feedback in Government communication initiatives.

9. New Media Wing

The New Media Wing is responsible for planning, developing and disseminating Government communication through digital and emerging media platforms. It manages CBC's presence on social media, websites and other digital channels, develops multimedia content, including graphics, videos, infographics and interactive communication material, and undertakes digital publicity campaigns to enhance public outreach. The wing also monitors digital engagement, analyses public feedback and emerging communication trends, and supports Ministries and Departments in leveraging new media technologies for effective dissemination of Government information.

10. Accounts & Finance Wing

The Accounts & Finance Wing is responsible for the financial management of the organization. It deals with budget formulation, financial planning, allocation and utilization of funds, maintenance of accounts, processing of payments, internal financial control, preparation of financial statements, audit coordination and compliance with Government financial rules, regulations and procedures. The wing ensures prudent financial management and accountability in the utilization of public resources.

11. AV Production Wing

The AV Production Wing serves as the nodal unit for the end-to-end management of multimedia creative production for Government of India communication campaigns. Its responsibilities include empanelment and management of Multimedia and AV Production Agencies; examination of communication requirements; preparation of cost estimates; processing and issuance of work orders; quality assurance during agency selection and content production; processing of Work Completion Certificates and bills; formulation of policies, SOPs, rate cards, and operational guidelines; performance monitoring and compliance of empanelled agencies; administration of ERP-based workflows and digital records; execution of special multimedia projects for national campaigns and events; and provision of technical guidance and advisory support to Ministries, Departments, PSUs, Autonomous Bodies, and other Government organizations, ensuring transparency, quality, financial propriety, and timely execution of multimedia communication projects.

12. AV Campaign Wing

The AV (Audio-Visual) Campaign Wing is responsible for the empanelment of television channels and radio stations, along with the periodic renewal of their empanelment status in accordance with the prescribed policy. It undertakes the discovery of advertisement rates for TV and Radio Channels and carries out periodic revisions of these rates as per the guidelines and policies. The Wing also conceptualises media campaign strategies in consultation with client Ministries and other stakeholders for television and radio campaigns. It formulates comprehensive media plans by selecting the most effective mix of television and radio platforms to ensure optimum outreach within the approved budget. Further, the Wing monitors the execution of campaigns to assess adherence to campaign objectives, ensure compliance with approved plans.

3.3 Emerging Challenges in Government Communication

The communication landscape has undergone significant transformation in recent years owing to rapid technological advancements, the widespread use of digital platforms and changing public expectations. Government communication is no longer limited to dissemination of information through traditional media but has evolved into a dynamic and interactive process that requires timely, accurate and citizen-centric communication across multiple platforms.

The increasing use of digital media and social networking platforms has fundamentally changed the manner in which information is created, disseminated and consumed. Citizens now expect instant access to authentic information, prompt clarification of misinformation and continuous engagement through digital channels. This has significantly increased the need for coordinated, responsive and technology-driven communication strategies.

At the same time, the coexistence of print, electronic, outdoor, digital and interpersonal communication channels requires an integrated communication approach to ensure consistency of Government messaging and optimum utilization of available resources. Effective coordination among different communication platforms has become essential for maximizing outreach and ensuring that Government programmes reach diverse sections of society.

Another important challenge is the rapid spread of misinformation and unverified content through digital platforms. Government communication organizations are therefore required to disseminate timely, credible and factual information to maintain public confidence and promote informed public participation.

The growing emphasis on evidence-based communication has also increased the importance of monitoring public perception, analysing communication outcomes and incorporating feedback into future campaigns. Modern Government communication requires continuous evaluation, data-driven planning and adoption of emerging technologies to improve the effectiveness of outreach activities.

In view of these emerging challenges, it has become necessary for the Central Bureau of Communication to continuously strengthen its communication capabilities, modernize its institutional framework and develop an agile workforce capable of meeting the evolving communication requirements of the Government in an increasingly digital and integrated media environment.

CHAPTER – 4

Existing Cadre Structure and Human Resource Analysis

4.1 Introduction

The existing cadre structure of the CBC comprises the cadres inherited from the three erstwhile media units, namely the DFP, DAVP and S&DD. These cadres continue to function under their respective Recruitment Rules and service conditions and have not yet been integrated into a Unified cadre structure of CBC.

As a result, CBC presently has multiple administrative, technical and functional cadres, each having its own organizational hierarchy, method of recruitment, promotional channel and eligibility conditions. The manpower of the organization is distributed across different cadres that were originally designed to meet the functional requirements of the erstwhile media units. Consequently, the composition, strength and promotional structure of these cadres differ from one another. While all the cadres are now part of the same organization, they continue to function as separate cadres.

A review of the existing cadre structure and manpower position is necessary to understand the present staffing pattern in CBC. It provides a clear picture of the sanctioned strength, employees in position and vacancies across different cadres and helps assess whether the existing manpower is adequate to meet the present functional requirements of the organization. The following sections present the existing cadre-wise structure and manpower position of the posts inherited from the three erstwhile media units, which form the basis for the present Cadre Review.

4.2 Posts considered for cadre review

The Central Bureau of Communication (CBC) presently has a sanctioned strength of 1,420 posts inherited from the three erstwhile media units, namely the Directorate of Field Publicity (DFP), the Directorate of Advertising and Visual Publicity (DAVP) and the Song & Drama Division (S&DD). These comprise Group 'A', Group 'B' and Group 'C' posts.

Out of the total sanctioned strength, 16 posts belong to Group 'A'. As per the guidelines of the Department of Personnel & Training (DoP&T), the Cadre Review of Group 'A' posts/services falls within the jurisdiction of the concerned Ministry, which is the Competent Authority for undertaking such reviews. Accordingly, these Group 'A' posts have not been examined as part of the present Cadre Review.

The present Cadre Review, therefore, covers the remaining 1,404 Group 'B' and Group 'C' posts, for which CBC is the Cadre Controlling Authority. The distribution of sanctioned posts inherited from the three erstwhile media units is given in Table 5.1. The cadre-wise analysis and recommendations relating to these posts are presented in the subsequent chapters of this Report.

Table 4.1: Summary of sanctioned posts in CBC

S. No	Name of erstwhile media unit	Cadres Included	Sanctioned posts	In-position	Vacant
1	DFP	Administrative & Programme	818	537	281
2	DAVP	Mass Mailing, Art Studio, Printed Publicity, Advertisement, Exhibition, Outdoor Publicity, Accounts and Stenographers	302	195	107
3	S&DD	Administrative, Staff Artist & Programme Officer	300	237	63
	Total GCS	(Group 'A', 'B' & 'C')	1420	969	451
	Less	Group 'A' posts (Not covered under the present Cadre Review)	16	10	06
		Posts covered under the present Cadre Review (Group 'B' & 'C')	1404	959	445

Note: The present Cadre Review is confined to the 1,404 Group 'B' and Group 'C' posts of CBC. The 16 Group 'A' posts have not been included in the scope of this Cadre Review, as the Cadre Review of Group 'A' posts/services is to be undertaken separately by the Ministry of I&B in accordance with the DoP&T guidelines.

For the sake of completeness and record, the details of the existing 16 Group 'A' posts, which are outside the scope of the present Cadre Review, are given in Table 5.2

Table 4.2: Details of Group 'A' Posts Not Covered under the Present Cadre Review

S. No	Post	Division	Pay Level	Number of posts
1	JD (Printing)	DAVP	L-12	2
2	Chief Exhibition Officer	DAVP	L-12	1
3	Art Executive/Exhibition Officer	DAVP	L-11	4
4	Production Manager (PP)/Production Officer	DAVP	L-11	3
5	Media Executive	DAVP	L-11	2
6	Production Manager	DAVP	L-11	1
7	FA & CAO	DAVP	L-11	1
8	Deputy Director (Program)	S&DD	L-11	1
9	Assistant Director (Adm)	S&DD	L-10	1
			Total	16

4.3 Existing cadre structure of erstwhile DFP

The erstwhile DFP has a total sanctioned strength of 818 posts. These posts are organized into two cadres, namely the Administrative Cadre and the Programme Cadre. The existing cadre-wise position, including sanctioned strength, employees in position and vacancies, is presented in the following tables.

Table 4.3: Summary of Administrative Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1	Sr. Office Superintendent	Group 'B' Gazetted	Level-7	1	1	0
2	Administrative Officer	Group 'B' Gazetted	Level-7	16	12	4
3	Office Superintendent	Group 'C'	Level-6	2	1	1
4	Assistant	Group 'C'	Level-6	6	5	1
5	Stenographer Gr.II	Group 'C'	Level-6	4	2	2
6	Accountant	Group 'C'	Level-5	23	22	1
7	UDC	Group 'C'	Level-4	37	14	23
8	Store Keeper	Group 'C'	Level-4	1	1	0
9	Stenographer Gr.III	Group 'C'	Level-4	2	1	1
10	LDC	Group 'C'	Level-2	182	114	68
11	Motor Driver	Group 'C'	Level-2	135	87	49
12	Staff Car Driver	Group 'C'	Level-2	1	1	0
13	Record Keeper	Group 'C'	Level-1	1	1	0
14	MTS	Group 'C'	Level-1	236	147	89
Total				647	409	239

Table 4.4: Summary of Programme Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1	Sr. Technical Assistant	Group 'C'	Level-6	2	2	0
2	Technical Assistant	Group 'C'	Level-6	43	43	0
3	Field Publicity Assistant	Group 'C'	Level-5	126	83	43
Total				171	128	43

4.4 Existing cadre structure of erstwhile DAVP

The erstwhile DAVP has a total sanctioned strength of 302 posts. These posts are distributed across Mass Mailing, Art Studio, Printed Publicity, Advertisement, Exhibition, Outdoor Publicity, Accounts and Stenographers Cadres. The existing cadre-wise position is presented in the following tables.

Table 4.5: Summary of Mass Mailing Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Assistant Distribution Officer	Group 'B' Gazetted	Level-7	1	0	1
2.	Data Processing Assistant Group'B'	Group 'B' Non-Gazetted	Level-7	0	0	0
3.	Distribution Assistant	Group 'B' Non-Gazetted	Level-6	1	1	0
4.	Technical Assistant (Audience Research)	Group 'B' Non-Gazetted	Level-6	3	3	0
5.	Data Processing Assistant Group'A'	Group 'B' Non-Gazetted	Level-6	1	0	1
6.	Junior Technical Assistant (Coder)	Group 'B' Non-Gazetted	Level-6	5	5	0
7.	Data Entry Operator Grade'B'	Group 'C'	Level-5	1	1	0
8.	Upper Division Clerk	Group 'C'	Level-4	2	1	1
9.	Storekeeper	Group 'C'	Level-4	3	2	1
10.	Lower Division Clerk	Group 'C'	Level-2	7	6	1
11.	Language Typist	Group 'C'	Level-2	5	2	3
12.	Data Entry Operator Grade'A'	Group 'C'	Level-2	5	1	4
13.	Multi-Tasking Staff (MTS)	Group 'C'	Level-1	148	104	44
14.	Driver	Group 'C'	Level-2	7	3	4
15.	Head Packer	Group 'C'	Level-2	2	1	1
16.	Dispatch Rider	Group 'C'	Level-2	1	1	0
		Total		192	131	61

Table 4.6: Summary of Art Studio Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Art Executive	Group 'A'	Level-11	4	2	2
2.	Senior Artist	Group 'B' Gazetted	Level-7	15	7	8
3.	Technical Assistant (Model)	Group 'B' Non-Gazetted	Level-6	3	2	1
4.	Production Assistant	Group 'C'	Level-5	2	1	1
		Total		24	12	12

Table 4.7: Summary of Printed Publicity (Production) Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Joint Director(Printed Publicity)	Group 'A'	Level-12	2	1	1
2.	Production Manager (Printed Publicity)/ Production Officer	Group 'A'	Level-11	3	1	2
3.	Assistant Production Manager	Group 'B' Gazetted	Level-7	7	4	3
4.	Technical Assistant (Printed Publicity)	Group 'B' Non-Gazetted	Level-6	9	4	5
Total				21	10	11

Table 4.8: Summary of Advertising Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Media Executive	Group 'A' Gazetted	Level-11	2	1	1
2.	Assistant Media Executive	Group 'B' Gazetted	Level-7	5	5	0
3.	Technical Assistant (Advertising)	Group 'B' Non-Gazetted	Level-6	5	1	4
Total				12	7	5

Table 4.9: Summary of Exhibition Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Chief Exhibition Officer	Group 'A'	Level-12	1	1	0
2.	Technical Assistant (Audio Visual Equipment)	Group 'B' Non-Gazetted	Level-6	1	1	0
3.	Projectionist	Group 'C'	Level-5	13	8	5
4.	Junior Technical Assistant(Metallic)	Group 'C'	Level-5	1	0	1
5.	Junior Technical Assistant (Silk Screen Printing)	Group 'C'	Level-5	1	1	0
6.	Junior Technical Assistant (Exhibition)	Group 'C'	Level-5	1	1	0
7.	MCC	Group 'C'	Level-2	11	8	3
8.	TinSmith	Group 'C'	Level-2	1	1	0
9.	Carpenter	Group 'C'	Level-2	2	0	2
Total				32	21	11

Table 4.10: Summary of Outdoor Publicity Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Production Manager	Group 'A'	Level-11	1	1	0
2.	Assistant Production Manager	Group 'B' Gazetted	Level-7	1	1	0
Total				2	2	0

Table 4.11: Summary of Stenographer Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Stenographer Grade-I	Group 'B' Non-Gazetted	Level-6	1	0	1
2.	Stenographer Grade-II	Group 'B' Non-Gazetted	Level-6	1	1	0
3.	Stenographer Grade-III	Group 'C'	Level-4	2	0	2
Total				4	1	3

Table 4.12: Summary of Accounts Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	FA&CAO	Group 'A'	Level-11	01	01	00
2.	Accounts Officer	Group 'B' Gazetted	Level-9	05	05	00
3.	Assistant Accounts Officer	Group 'B' Gazetted	Level-8	05	04	01
4.	Accountant	Group 'B' Non-Gazetted	Level-6	03	01	02
5.	Jr. Accountant	Group 'C'	Level-5	01	00	01
			Total	15	11	04

4.5 Existing cadre structure of erstwhile S&DD

The erstwhile S&DD has a total sanctioned strength of 300 posts. These posts are organized into three cadres, namely the Administrative Cadre, Programme Officer Cadre and Staff Artist Cadre. The existing cadre-wise position is presented in the following tables.

Table 4.13: Summary of Administrative Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Assistant Director	Group 'A'	Level-10	01	00	01
2.	Administrative Officer	Group 'B' Gazetted	Level-7	02	01	01
3.	Superintendent	Group 'B' Non-Gazetted	Level-6	06	06	00
4.	Steno Gr.II	Group 'B' Non-Gazetted	Level-6	02	01	01
5.	Accountant	Group 'C'	Level-5	08	08	00
6.	Technical Assistant	Group 'C'	Level-5	08	07	01
7.	UDC	Group 'C'	Level-4	16	13	03
8.	Store Keeper	Group 'C'	Level-4	01	01	00
9.	Steno Gr.III	Group 'C'	Level-4	04	02	02
10.	LDC	Group 'C'	Level-2	17	05	12
11.	MTS	Group 'C'	Level-1	34	15	19
			Total	99	59	40

Table 4.14: Summary of Programme Officer Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Deputy Director(P)	Group 'A'	Level-11	01	01	00
2.	Assistant Director(P)	Group 'B' Gazetted	Level-8	08	07	01
3.	Manager	Group 'B' Gazetted	Level-7	05	02	03
			Total	14	10	04

Table 4.15: Summary of Staff Artist Cadre

Sl. No.	Post	Group	Pay Level	Sanctioned Strength	In Position	Vacant
1.	Actor Grade-I	Group 'C'	Level-11	9	8	1
2.	Actress Grade-I	Group 'C'	Level-11	1	0	1
3.	Dancer Grade-I	Group 'C'	Level-11	8	8	0
4.	Singer Grade-I	Group 'C'	Level-11	7	7	0
5.	Performer Grade-I	Group 'C'	Level-11	25	18	7
6.	Instrumentalist(Sr) Grade-I	Group 'C'	Level-11	10	10	0
7.	Stage Manager Gr.I	Group 'C'	Level-9	19	16	3
8.	Copyist Grade-I	Group 'C'	Level-9	1	1	0
			Total (Grade-I)	80	68	12
1.	Actor Grade-II	Group 'C'	Level-9	3	3	0
2.	Dancer Grade-II	Group 'C'	Level-9	5	5	0
3.	Singer Grade-II	Group 'C'	Level-9	5	5	0
4.	Performer Grade-II	Group 'C'	Level-9	45	44	1
5.	Instrumentalist(Sr) Grade-II	Group 'C'	Level-9	14	13	1
6.	Stage Manager Gr-II	Group 'C'	Level-8	16	16	0
			Total (Grade-II)	88	86	02
1.	Performer Grade-III	Group 'C'	Level-8	7	5	2
2.	Instrumentalist(Sr) Grade-III	Group 'C'	Level-8	11	8	3
			Total (Grade-III)	18	13	05
1.	Drama Producer	Group 'B' Gazetted	Level-7	1	1	0
			Total	1	1	0
			Grand Total	187	168	19

4.6 Overall Manpower Analysis

The Committee examined the overall manpower position of the CBC based on the sanctioned strength, employees in position and vacancies in all Group 'B' and Group 'C' cadres covered under the present Cadre Review.

The analysis shows that CBC has a sanctioned strength of 1,404 Group 'B' and Group 'C' posts, out of which 959 employees are in position, leaving 445 posts vacant. Thus, nearly 32 per cent of the sanctioned posts are vacant, indicating a shortage of manpower in the organisation.

The Committee observed that the present manpower distribution is based on the cadre structure of the erstwhile DAVP, DFP and S&DD. Since these organisations functioned independently, the sanctioned strength of each cadre was determined according to their separate organisational and functional requirements. After the formation of CBC, these cadre structures have continued largely without change, although the organisation now functions as a single integrated unit.

As a result, the existing manpower distribution does not reflect the present organisational and functional requirements of CBC. In some cadres, the available manpower is more than the present requirement, whereas in others there is a shortage of manpower. Therefore, the existing manpower position alone cannot indicate the actual requirement of the organisation.

The Committee is of the view that the manpower of the three erstwhile organisations should first be examined as a single integrated manpower pool of CBC. Only after such an exercise can the actual manpower requirement of the organisation be assessed and the cadre strength rationalised according to the present and future functional needs of CBC.

4.7 Key Issues in Existing Cadre Management

Although three erstwhile media units were merged to form the CBC) the cadre structures of these organisations continue to function separately. As a result, cadre management is still carried out on the basis of the legacy organisations instead of a unified CBC cadre structure. Recruitment, promotions, seniority and other service matters continue to be processed separately under the respective legacy cadres. Even employees holding similar posts and performing similar duties are governed by different Recruitment Rules and promotional hierarchies. The Committee also observed that employees continue to be identified with their erstwhile organisations, namely DAVP, DFP or S&DD, rather than as members of a common CBC cadre. Since the cadres have not yet been integrated, employees cannot be transferred or deployed against similar posts in another legacy cadre according to organisational requirements. Consequently, shortage of manpower in one cadre cannot be

addressed by utilising available manpower from another cadre. The Committee further noted that service matters of the legacy cadres are handled by different Administration Sections and separate records relating to sanctioned strength, vacancies, seniority, recruitment and promotions are maintained for each legacy cadre. Even for common posts such as LDC, UDC and MTS, data has to be maintained separately and later compiled to assess the overall manpower position of CBC. This has resulted in duplication of work, increased administrative workload and difficulty in effective manpower planning and monitoring. The Committee is, therefore, of the view that continuation of the legacy-based cadre management system is not suitable for an integrated organisation like CBC. A unified cadre structure with common Recruitment Rules, a single seniority system and centralised cadre management will simplify administration, facilitate better deployment of manpower and improve the overall efficiency of the organisation.

CHAPTER – 5

Examination of ISTM the Final Report (part-I) and Findings of the Cadre Review Committee based on the present functional requirements of CBC

5.1. Introduction

The CBC entrusted the Institute of Secretariat Training & Management (ISTM), vide Memorandum of Understanding (MoU) signed on 28.08.2025, with the task of undertaking a comprehensive Cadre Review of the organization following the merger of the erstwhile DAVP, DFP and S&DD.

The Cadre Review was initiated with the objective of establishing an integrated and unified cadre structure for CBC by bringing together the cadre and manpower of the three erstwhile organizations into a single administrative framework. The exercise was also intended to rationalize the existing manpower, remove organizational and cadre-related anomalies, improve promotional avenues, review and streamline the Recruitment Rules, and strengthen the overall human resource management system in accordance with the Cadre Review guidelines issued by the Department of Personnel & Training (DoPT). In addition, the Cadre Review was expected to facilitate implementation of various judicial directions and address long-pending cadre-related issues arising after the integration of the three media units. The scope of work assigned to ISTM under the consultancy included the following:

- i) Preparation of a Cadre Review Report for CBC (comprising the erstwhile DAVP, DFP and S&DD) for implementation by CBC after obtaining the necessary approvals.
- ii) Proposing amendments to the Recruitment Rules for various cadre and ex-cadre posts of CBC.
- iii) Suggesting a suitable framework for fixation of inter-se seniority of employees following cadre restructuring or merger.
- iv) Suggesting a formula and broad framework for addressing the issue of pay anomaly in CBC.

Subsequently, ISTM informed CBC that the issue relating to pay anomalies did not fall within the scope of the Cadre Review consultancy and, therefore, it would not undertake the work assigned under Item (iv) above. Accordingly, the issue of pay anomalies was excluded from the consultancy assignment and was left to be examined separately by CBC.

Thereafter, ISTM proceeded with the remaining components of the consultancy and undertook a detailed examination of the existing cadre structure, Recruitment Rules and organizational requirements of CBC. Based on its examination, ISTM submitted Part-I of the

Final Cadre Review Report, containing recommendations relating to restructuring of the Administrative and Technical Cadres, rationalization of manpower, creation and abolition of posts, restructuring of isolated cadres, encadrement of Accounts posts, rationalization of the Stenographers and Staff Car Driver Cadres, treatment of the Staff Artist Cadre and other organizational reforms.

However, after submission of Part-I of the Report, ISTM expressed its inability to undertake the remaining components of the consultancy assignment. It informed CBC that it would not be in a position to carry out the balance work relating to revision and drafting of Recruitment Rules, preparation of job descriptions, fixation of inter-se seniority and other pending components of the consultancy.

In view of the above developments, the limited time available for completion of the Cadre Review exercise and the directions of the Hon'ble High Court of Delhi for implementation of its judicial orders, CBC decided to build upon the work already completed by ISTM. Accordingly, the Cadre Review Committee (CRC) was reconstituted vide Office Memorandum No. C-20171/08/2024-Admn.IV (Part-I), dated 12.06.2026 to examine the recommendations contained in ISTM's Final Report (Part-I), address the issues not covered by ISTM and prepare a comprehensive Cadre Review Report, including the remaining components of the consultancy, in accordance with the applicable Government instructions and judicial directions.

The Committee carefully examined the recommendations made by ISTM in the light of the existing organizational structure, functional requirements of CBC, Government instructions, judicial directions and the Cadre Review guidelines issued by the Department of Personnel & Training (DoPT). The observations and recommendations of the Committee on the various recommendations made by ISTM are discussed in the succeeding paragraphs.

5.2 Principles Adopted by the Committee for Examination of ISTM Report

While examining the recommendations contained in ISTM's Final Report (Part-I) and formulating its own recommendations, the Committee adopted the following guiding principles:

1. **Complete Organizational Integration:** To facilitate the complete integration of the erstwhile Directorate of Advertising & Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) into a unified, cohesive and efficient organizational and administrative framework for the Central Bureau of Communication (CBC).
2. **Alignment with Functional Requirements:** To ensure that the revised cadre structure is aligned with the present and future functional requirements of CBC, taking into account

the changing communication landscape, technological advancements and the proposed Integrated MIB Office framework.

3. Rationalization of the Cadre Structure: To rationalize the existing cadre structure by reducing fragmentation, minimizing isolated cadres, simplifying the organizational hierarchy and providing balanced promotional avenues while maintaining an appropriate hierarchical structure.
4. Scientific Assessment of Manpower: To determine the requirement of posts on the basis of functional responsibilities, workload, geographical spread, operational requirements and future organizational needs, rather than merely on the existing sanctioned strength or vacancy position.
5. Harmonization of Service Conditions: To harmonize, wherever feasible, the Recruitment Rules, eligibility conditions, promotional avenues and service conditions of comparable cadres so as to establish a uniform human resource management framework within CBC.
6. Compliance with Government Policies and Judicial Directions: To ensure that the recommendations are consistent with the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT), the instructions of the Department of Expenditure (DoE), the policies of the Ministry of Information & Broadcasting and the applicable judicial directions.
7. Optimum Utilization of Resources: To promote efficient utilization of available manpower and financial resources through rational deployment of posts, elimination of duplication of functions and minimization of avoidable financial implications.
8. Administrative Simplicity and Long-term Sustainability: To develop a cadre structure that is simple, transparent, sustainable and capable of meeting the long-term functional requirements of CBC while minimizing service anomalies, administrative complexities and avoidable litigation.

While applying the above principles, the Committee also examined the following aspects:

- The existing cadre structures inherited from the erstwhile Directorate of Advertising & Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD).
- The recommendations, observations and rationale contained in ISTM's Final Report (Part-I).
- The existing organizational structure and functional responsibilities of CBC at the Headquarters and field formations.
- The sanctioned strength, persons-in-position and vacancy position in various cadres and grades.
- The existing Recruitment Rules and the need for their harmonization, simplification and revision.

- The retirement profile, age distribution and projected manpower availability over the coming years.
- The impact of technological advancements, digital communication and emerging Government communication strategies on the future manpower requirements of CBC.
- The observations received during discussions with stakeholders and the practical requirements of various functional divisions and field offices.
- The applicable Government instructions, policy decisions and judicial directions relevant to cadre restructuring.

5.3 Recommendations of ISTM on Group 'A' Posts and observation of the Committee

Recommendations made by ISTM:

As part of the Cadre Review exercise, ISTM also examined the Group 'A' posts available in the Central Bureau of Communication (CBC). While making its recommendations, ISTM observed that matters relating to Group 'A' posts are generally outside the scope of a Cadre Review. Accordingly, ISTM advised that if any recommendation relating to Group 'A' posts is proposed to be implemented, CBC should obtain the approval of the Competent Authority, i.e., the Ministry of I&B and DoPT, wherever required.

Observations of the Committee

The Committee agrees with the observations made by ISTM. Since the Group 'A' posts are outside the scope of the present Cadre Review exercise, the Committee recommends that a separate proposal may be submitted to the Ministry of I&B for undertaking a comprehensive cadre review of these posts. The proposal should cover all Group 'A' posts in CBC and provide a proper cadre structure indicating the complete hierarchy from the entry level to the highest level.

5.4 Recommendations of ISTM on the Unified Administrative Service and observation of the Committee

Recommendations made by ISTM:

ISTM observed that the administrative staffs of CBC continue to be distributed across separate cadres inherited from the erstwhile Directorate of Advertising & Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD). To achieve organizational integration and improve cadre management, ISTM recommended the creation of a Unified Administrative Service by merging the administrative cadres of the

three erstwhile organizations into a single cadre structure. The proposed cadre structure recommended by ISTM is as follows:

Table 5.1: Proposed Unified Administrative Service recommended by ISTM

Recommended CBC (Group B & C) Administrative Service						
Sl. N o.	Recommended nomenclature of the Grades	Pay Level	Existing sanctioned strength	Recommended strength in each grade	Additional post recommended / post reduced	Number of positions subsumed in the grade
1	Administrative Officer	L-7	18	30	+12	2
2	Superintendent	L-6	14	38	+16	4
-	Technical Assistant (who performs administrative work)	L-5	8			
3	UDC	L-4	60	76	+16	6
4	LDC	L-2	218	163 [130 DR + 33 Promotees]	(-) 55	5
5	MTS	L-1	419	199	(-) 220	4
	Total		737	506	(-) 231	21

ISTM recommended restructuring the existing administrative hierarchy by creating additional posts of Administrative Officer, Superintendent and Upper Division Clerk. It also recommended that the existing Technical Assistant posts performing administrative functions be upgraded and merged with the grade of Superintendent so as to simplify the cadre structure, reduce the number of cadres and provide a more streamlined administrative hierarchy. According to ISTM, the proposed restructuring would facilitate better utilization of manpower, improve promotional opportunities and provide greater flexibility in deployment of administrative personnel across different units of CBC.

ISTM further observed that the increasing adoption of digital technologies, implementation of the e-Office system and automation of office processes have substantially reduced the requirement of clerical and supporting staff. Accordingly, it recommended reduction of the sanctioned strength of Lower Division Clerks (LDCs) from 218 to 163 posts and Multi-Tasking Staff (MTS) from 419 to 199 posts. To achieve this, ISTM proposed the immediate abolition of 55 vacant LDC posts and 141 vacant MTS posts. The remaining 79 MTS posts were recommended to be abolished as and when they fall vacant. As a result, the overall sanctioned strength of the Unified Administrative Service would reduce from 737 posts to 506 posts.

ISTM also recommended the phased abolition of 99 administrative posts of the erstwhile Song & Drama Division as and when the incumbents vacate the posts. The recommendation was based on the assumption that the Programme Officer Cadre (14 posts) and the Staff Artist Cadre (187 posts) are dying cadres and would eventually be abolished. ISTM was of the view that, with the abolition of these cadres, the requirement for certain administrative posts associated with them would also cease. Accordingly, it proposed proportionate abolition of these 99 administrative posts, resulting in a further reduction of the strength of the proposed Unified Administrative Service from 506 posts to 407 posts over a period of time.

ISTM further clarified that the proposed Unified Administrative Service does not include the Accounts Cadre, Stenographers Cadre and Staff Car Driver Cadre. Accordingly, the administrative strength of 737 posts considered by ISTM for the purpose of restructuring excludes these categories, although the Accounts Cadre has traditionally been treated as part of the administrative establishment in CBC.

Observations of the Committee

CRC examined the recommendations made by ISTM regarding the proposed Unified Administrative Cadre in CBC in the light of the present functional requirements, the proposed organisational structure and the future administrative needs of the organisation. While the Committee agreed with the overall objective of creating a Unified Administrative Cadre, it observed that certain recommendations of ISTM required modification to ensure that the proposed cadre structure adequately supports the functioning of CBC at Headquarters, State Offices and Branch Offices. The Committee agreed with the recommendation to merge the administrative cadres of the erstwhile DAVP, DFP and S&DD into a single Administrative Cadre. The Committee observed that continuation of multiple administrative cadres within the same organisation leads to differences in career progression, administrative practices and deployment of manpower. A unified Administrative Cadre would ensure uniform Recruitment Rules, equal promotional opportunities, better manpower management and greater administrative flexibility across CBC. The Committee also agreed with the proposal to strengthen the higher levels of the Administrative Cadre by increasing the number of Administrative Officer, Superintendent and Upper Division Clerk posts. However, after assessing the actual organisational requirements, the Committee recommended 34 Administrative Officer posts instead of 30 proposed by ISTM. This would provide one Administrative Officer in each of the proposed 30 State Offices and four posts at Headquarters for handling administrative work. Similarly, the Committee recommended 44 Superintendent posts instead of 38 to ensure adequate supervisory and dealing support at Headquarters and major State Offices. The recommendation of 76 UDC posts was accepted, as the increased number of State Offices and the growing volume of administrative work require additional dealing hands. The Committee agreed with the proposal to merge the existing Technical Assistant posts

performing administrative functions with the Superintendent grade. This would simplify the cadre structure, reduce the number of isolated cadres and create a more uniform administrative hierarchy. The Committee also agreed that the increasing use of e-Office and digitisation has reduced the requirement of clerical and support staff to some extent. Accordingly, it accepted the proposal to reduce the strength of Lower Division Clerk posts from 218 to 163. The Committee did not agree with the proposal of ISTM to reduce the strength of Multi-Tasking Staff posts from 419 to 199. The Committee observed that MTS personnel continue to perform essential duties relating to office maintenance, movement of files and records, dispatch, logistics and other support services at Headquarters, State Offices and Branch Offices. Considering the geographical spread and functional requirements of CBC, the Committee recommended strength of 267 MTS posts instead of 199. The Committee further observed that 267 MTS posts are presently occupied by serving employees. Since no serving employee should be adversely affected due to the cadre review exercise, all existing incumbents may continue against their respective posts. The excess 68 posts may not be filled after they become vacant and may be abolished gradually through natural attrition. This will enable CBC to achieve the proposed cadre strength without affecting the service conditions of existing employees. The Committee did not agree with the recommendation of ISTM for phased abolition of 99 administrative posts linked to the erstwhile S&DD. The Committee observed that the requirement of administrative posts should be assessed on the basis of the functional needs of the proposed organisational structure of CBC rather than the gradual abolition of specific legacy cadres. Accordingly, the Committee did not recommend automatic abolition of these posts. Further, the Committee agreed that the Stenographers and Staff Car Drivers may continue as separate cadres outside the proposed Unified Administrative Cadre. Accordingly, the Committee accepted the overall recommendations of ISTM for creation of a Unified Administrative Cadre, with suitable modifications wherever required. These modifications have been incorporated in this chapter to strengthen the Administrative Cadre and to meet the present and future administrative requirements of CBC. The proposed cadre structure is aimed at ensuring effective administration and optimum utilisation of manpower across Headquarters, State Offices and Branch Offices.

5.4.1 Recommendations of ISTM on the Unified Technical Service and observation of the Committee

Recommendations made by ISTM:

ISTM examined the existing technical cadres of CBC and observed that technical personnel are presently distributed across 23 different categories of posts inherited from the erstwhile Directorate of Advertising & Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD). In order to achieve organizational integration and improve cadre management, ISTM recommended the creation of a Unified Technical Service by

merging these technical categories into a single cadre structure. The proposed Unified Technical Service recommended by ISTM is as under:

Table 5.2: Proposed Unified Technical Service recommended by ISTM

S No	Recommended nomenclature of the Grades	Pay Level	Existing sanctioned strength	Recommended strength	Additional post recommended	Number of categories subsumed in the grade
1.	Group B (Gazetted) Technical Officer (Media & Communication) [Grade – D]	L-8	8	17	+9	1 (AD Prog. of S&DD)
2.	Group B (Gazetted) Technical Officer (Media & Communication) Assistant [Grade – C]	L-7	34	34	00	6 categories (Manager of S&DD, ADO, AME, APM(OP), APM (PP), Sr. Artist)
3.	Group B (Non-Gazetted) Technical Assistant (Media & Communication) [Grade - B]	L-6	73	99	+26	10 categories (STA(S), TA(S), TA (Adv), TA(AR), TA (AVE), TA(M), TA (PP), DA, DPA Gr.A, JTA (C))
4.	Group C Technical Assistant (Media & Communication) [Grade – A]	L-5	159	159	00	6 categories (FPA, JTA (M), JTA (SSP), JTA (E), PA, DEO Gr.B)
Total			274	309	+35	23 categories

ISTM recommended that the proposed Unified Technical Service should consist of four grades, namely:

- Technical Assistant (Media & Communication) [Grade-A] – Level-5;
- Technical Assistant (Media & Communication) [Grade-B] – Level-6;
- Technical Officer (Media & Communication) [Grade-C] – Level-7; and
- Technical Officer (Media & Communication) [Grade-D] – Level-8.

To operationalize the proposed structure, ISTM recommended enhancement of the cadre strength from 274 posts to 309 posts through creation of 35 additional posts, comprising 9 posts in Level-8 and 26 posts in Level-6. According to ISTM, these additional posts are required to rationalize the existing fragmented technical cadres into a unified four-tier hierarchy and to provide adequate promotional opportunities within the Technical Service.

ISTM was of the view that establishment of a single Technical Service would facilitate organizational integration, improve cadre management, ensure optimum utilization of technical manpower, enhance mobility of personnel and create a larger pool of technical professionals capable of performing interchangeable functions across different units of CBC.

With regard to the Studio and Printing Publicity cadres, ISTM examined CBC's proposal for retaining these cadres separately. ISTM noted that these two cadres have a combined sanctioned strength of 45 posts, of which 22 posts (11 posts in each cadre) are vacant. It recommended that the vacant posts may be immediately subsumed into the proposed Unified Technical Service, while the remaining 23 occupied posts may continue in their existing cadres until they fall vacant, where after they may also be merged with the Unified Technical Service.

ISTM further observed that 12 posts presently forming part of the Mass Mailing Cadre (Assistant Distribution Officer, Distribution Assistant, Technical Assistant (AR), Data Processing Assistant Grade-A, Junior Technical Assistant (Coder) and Data Entry Operator Grade-B) perform predominantly administrative functions. However, since the existing incumbents were appointed against technical posts, ISTM recommended that these posts may continue as technical posts during the tenure of the incumbents and, upon becoming vacant, be transferred to the appropriate grades of the proposed Administrative Service.

ISTM also recommended that the 13 posts of Programme Officer of the erstwhile Song & Drama Division may be abolished as and when they become vacant. Consequently, together with the proposed transfer of the 12 Mass Mailing posts to the Administrative Service, the strength of the proposed Unified Technical Service would gradually reduce from 309 posts to 284 posts over a period of time.

ISTM further clarified that the 187 posts of the Staff Artist Cadre, proposed to be ring-fenced and treated as a dying cadre, have not been included in the proposed Unified Technical Service.

Observations of the Committee

The Committee carefully examined the recommendations made by ISTM regarding the creation of a Unified Technical Service. The Committee agrees with the broad objective of rationalizing the existing technical cadres and creating a unified technical stream wherever functionally feasible. However, the Committee is of the view that all technical cadres inherited from the erstwhile DAVP, DFP and S&DD cannot be merged into a single Technical Service, as they perform diverse and specialized functions requiring different technical qualifications, domain knowledge and professional expertise.

The Committee does not agree with the recommendation of ISTM to subsume the Art Studio and Printing Publicity cadres into the proposed Unified Technical Service. These cadres perform specialized functions relating to creative designing, artwork, studio operations, audio-visual production and printing, which continue to be integral to CBC's communication and outreach activities. The requirement of these cadres should be assessed on the basis of their continuing functional relevance rather than the existing incumbency or vacancy position. If the vacant posts are subsumed immediately and the remaining posts are merged as and when they fall vacant, these specialized cadres will gradually cease to exist even though the functions performed by them will continue to be required. This would result in the loss of institutional expertise and increase dependence on outsourcing for core communication functions. Accordingly, the Committee recommends that the Art Studio and Printing Publicity cadres should continue as separate specialized cadres.

The Committee further observed that the objective of organizational integration does not necessarily require merger of all legacy technical cadres into a single cadre. While technical cadres performing similar or comparable functions may appropriately be brought under a Unified Technical Service, cadres having distinct functional identities and specialized responsibilities should continue as separate cadres in the interest of operational efficiency.

The Committee also examined ISTM's recommendation regarding the Mass Mailing Cadre. The Committee is of the view that the posts of Assistant Distribution Officer (ADO), Distribution Assistant, Technical Assistant (AR) and Junior Technical Assistant (Coder) have historically formed part of the technical stream and continue to perform technical and operational functions relating to mass mailing and distribution activities. Accordingly, these posts should continue to remain part of the proposed Unified Technical Service on a permanent basis and should not be shifted to the Administrative Service merely upon becoming vacant, as the vacancy of a post does not alter its functional character.

However, the Committee observed that the posts of Data Entry Operator Grade-B (DEO Grade-B) and Data Processing Assistant Grade-A (DPA Grade-A) are predominantly engaged in data processing and administrative functions. Their merger with the proposed Administrative Service would also maintain consistency with the placement of their feeder grade, namely Data Entry Operator Grade-A (DEO Grade-A), under the Administrative Service. Accordingly, the Committee recommends that these posts may be merged with the proposed Administrative Service from the date of implementation of the revised cadre structure.

With regard to the Programme Officer Cadre of the erstwhile Song & Drama Division, the Committee is of the view that the Programme Officer Cadre, including the post of Manager, should continue as a separate cadre. The issues relating to the cadre, including the pay anomaly between Programme Officers and Staff Artists, are presently under consideration in compliance with the directions of the Hon'ble High Court of Delhi. Therefore, it would not

be appropriate to merge the Programme Officer Cadre with the proposed Unified Technical Service until these issues attain finality.

However, the Committee observed that there is only one post of Assistant Director (Programme) who is non-litigant from the existing cadre. Accordingly, the Committee is of the view that this post of Assistant Director (Programme) may be merged with the Advertising Cadre as part of the managerial structure of CBC, subject to the approval of the Competent Authority.

In view of the above, the Committee recommends that the proposed Unified Technical Service may comprise only those technical cadres performing comparable functions, while specialized and function-specific cadres may continue as separate cadres wherever justified by the operational requirements of CBC. This approach would achieve organizational integration while preserving the specialized technical capabilities essential for the effective discharge of CBC's mandate.

5.4.2 Recommendations of ISTM on the Unified Accounts Cadre and observation of the Committee

Recommendations made by ISTM:

ISTM recommended that all Accounts Cadre posts in CBC should be encadred with the appropriate grades of the Central Civil Accounts Service (CCAS), for which the Controller General of Accounts (CGA) is the Cadre Controlling Authority.

ISTM further recommended that, if the CCAS agrees to take over the sanctioned posts but not the existing incumbents, such employees may be adjusted against suitable vacancies in other cadres of CBC. Any proposal for creation of additional Accounts Cadre posts may be taken up separately by CBC with the Office of the Controller General of Accounts.

The existing Accounts Cadre posts examined by ISTM, which were recommended for encadrement with the Central Civil Accounts Service (CCAS), are as under:

Table 5.3: Proposed Unified Accounts Cadre recommended by ISTM

S.No.	Grade	Pay Level	Proposed
1	FA&CAO	L-11	01
2	Accounts Officer	L-9	05
3	Assistant Accounts Officer	L-8	06
4	Accountant (DFP, DAVP, S&DD)	L-6	35
		Total	47

Observations of the Committee

The Committee does not agree with the recommendation of ISTM for encadrement of the Accounts Cadre with the Central Civil Accounts Service (CCAS). The proposed organisational structure of CBC envisages dedicated Accounts personnel at the Headquarters as well as in all 30 State Offices. Accordingly, CBC requires an independent Accounts Cadre under its direct administrative control for effective discharge of financial management, budgeting, accounting, internal control and other financial functions. The Committee is therefore of the opinion that CBC should retain an independent Accounts Cadre under its direct administrative control to ensure effective financial management, budgeting, accounting, internal control and timely discharge of statutory responsibilities.

The Committee has also noted ISTM's observation that the Office of the Controller General of Accounts may agree to take over the sanctioned posts but may not absorb the existing incumbents. In such a situation, the sanctioned posts would stand transferred outside CBC, while the existing employees would continue to remain in the organisation and require adjustment against other posts. This would result in the loss of sanctioned Accounts posts required for the functioning of CBC and create avoidable administrative and cadre management issues.

Further, the existing Accounts personnel of the erstwhile DAVP, DFP and S&DD have been serving in the organisation for many years and possess valuable experience in handling CBC-specific financial and accounting matters. They have already earned seniority in their respective cadres and many are due for promotion in the near future. Encadrement with CCAS at this stage may adversely affect their seniority, promotional prospects and career progression, besides creating uncertainty and avoidable service-related issues.

In view of the above, the Committee proposed that the existing Accounts personnel of the erstwhile DAVP, DFP and S&DD should be merged into a unified Accounts Cadre of CBC. The strength and distribution of posts in the cadre may be determined keeping in view the proposed organisational structure and the functional requirements of the organisation.

5.4.3 Recommendations of ISTM on the Unified Stenographer Cadre and observation of the Committee

Recommendations made by ISTM:

ISTM examined the existing Stenographers Cadre in CBC and observed that there are 16 stenographer posts distributed across the erstwhile Directorate of Advertising & Visual Publicity (DAVP), Directorate of Field Publicity (DFP) and Song & Drama Division (S&DD) under different designations and grades.

ISTM also examined the feasibility of encadrement of these posts in the Central Secretariat Stenographers Service (CSSS). However, it observed that the existing pay structure of the stenographer posts in CBC does not correspond to the pay structure prescribed for CSSS and, therefore, encadrement of these posts in CSSS may not be feasible.

Accordingly, ISTM recommended the creation of a separate Stenographers Cadre in CBC by rationalizing the existing stenographer posts into the following three grades:

- Stenographer Grade-A – Level-7;
- Stenographer Grade-B – Level-6; and
- Stenographer Grade-C – Level-4.

To establish an appropriate hierarchical structure and provide improved promotional opportunities within the cadre, ISTM further recommended upgradation of three stenographer posts from Level-6 to Level-7. The total sanctioned strength of the cadre was proposed to remain unchanged at 16 posts.

The details of the proposed Stenographers Cadre recommended by ISTM are given below:

Table 5.4: Proposed Unified Stenographer Cadre recommended by ISTM

Recommended CBC Stenographers cadre						
Sl. No	Present Designation	Pay Level	Sanctioned post	Recommended Grades	Recommended Pay Levels	Recommended posts
1	Stenographer-I DAVP	L 6	1	Stenographer Grade A	L 7	3
2	Stenographer-II DAVP	L 6	1	Stenographer Grade B	L 6	5
3	Stenographer Gr.II DFP	L 6	4			
4	Stenographer-II SDD	L 6	2			
5	Stenographer-III DAVP	L 4	2	Stenographer Grade C	L 4	8
6	Stenographer Gr.III DFP	L 4	2			
7	Stenographer-III SDD	L 4	4			
Total			16			16

Observations of the Committee

The Cadre Review Committee has examined the recommendations of ISTM and agrees with the proposal for creation of a separate Stenographer Cadre in CBC comprising three grades, namely Stenographer Grade-A, Grade-B and Grade-C. The Committee also agrees with the proposed pay level of Level-7 for Stenographer Grade-A to maintain a proper promotional hierarchy within the cadre. However, the Committee is of the view that the proposed strength of 16 posts will not meet the functional requirements of CBC. Under the proposed

organisational structure, CBC will have 30 State Offices, each headed by an Additional Director General/Director, who requires stenographic assistance for the efficient discharge of official work. Therefore, the Committee recommends that the strength of the Stenographer Cadre should be increased from 16 to 30 posts by providing one Stenographer post in each State Office. This will ensure uniform availability of stenographic support across all State Offices and facilitate efficient functioning of the organisation.

5.4.4 Recommendations of ISTM on the Unified Staff Car Driver Cadre and observation of the Committee

Recommendations made by ISTM:

ISTM reviewed the existing Staff Car Driver Cadre in CBC and observed that it comprises 144 posts under the designations of Staff Car Driver, Motor Driver and Despatch Rider, all placed in Pay Level-2. Out of these, 91 posts are in position and 53 posts are vacant. Based on the functional requirement projected by CBC, ISTM assessed that only 47 Driver posts are required and, accordingly, recommended rationalisation of the cadre. ISTM recommended the retention of 47 Driver posts and the abolition of the remaining 97 posts. Out of these, 53 vacant posts were recommended for immediate abolition, while the remaining 44 occupied posts were proposed to be abolished as and when they fall vacant due to retirement, promotion, resignation or any other reason. ISTM also recommended merging the Despatch Rider post with the Driver Cadre so that it does not remain an isolated post. Out of the 47 posts proposed to be retained, ISTM recommended 2 posts for Headquarters, 30 posts for the State Offices and 15 posts for the Branch Offices, based on the functional requirement of the organisation. ISTM further recommended that CBC may adopt the Staff Car Driver Promotion Scheme issued by the Department of Personnel and Training (DoPT) vide OM dated 18.11.2022.

Observations of the Committee

The Cadre Review Committee examined the recommendations of ISTM and broadly agrees with the proposal for rationalisation of the Driver Cadre based on the present functional requirements of CBC. The Committee also agrees that the Despatch Rider post should be merged with the Driver Cadre so that it does not remain an isolated post. The Committee does not agree with ISTM's recommendation to retain 47 posts of Driver in CBC as 22 Driver posts are sufficient to meet the functional requirement of CBC, comprising 05 posts at Headquarters, 17 posts at the State Offices/Branch Offices. However, since 91 Drivers are presently in position, the existing employees should be allowed to continue in service and no serving employee should be declared surplus. Accordingly, the Committee recommends that the 53 vacant Driver posts, which are no longer required for the present organisational structure, may be abolished as part of the Cadre Review exercise. This will rationalise the cadre strength and result in economy in Government expenditure. The remaining 91 posts

should continue as interim cadre strength and should be reduced gradually through natural attrition. No fresh recruitment should be made until the cadre strength is reduced to 22 posts. Thereafter, recruitment may be made only against vacancies arising within the approved strength of 22 posts. The Committee further recommends that Unified Recruitment Rules may be notified for the unified Driver Cadre and the Staff Car Driver Promotion Scheme issued by the Department of Personnel and Training (DoPT) vide OM dated 18.11.2022 may be adopted to provide a uniform system of career progression for the Driver Cadre.

5.5 Recommendations of ISTM on Staff Artists, Programme Officers, pay anomalies issues and observation of the Committee

Recommendations made by ISTM:

ISTM examined the issues arising from the grant of enhanced pay scales to the Staff Artists of the erstwhile Song & Drama Division (S&DD) and the consequential implications for the cadre structure. ISTM recommended that the benefits arising from the enhanced pay scales granted to the Staff Artists should be ring-fenced so that they are not treated as a precedent by other categories of employees. ISTM further suggested that the matter may be examined in consultation with the Ministry of Law & Justice to obtain a clear legal opinion regarding the feasibility and implementation of such ring-fencing.

ISTM also recommended that the existing 187 posts of Staff Artists may continue only till the present incumbents remain in service and that the posts may thereafter be abolished as and when they fall vacant, thereby treating the Staff Artist Cadre as a dying cadre.

Consequent upon the proposed abolition of the Staff Artist Cadre, ISTM further recommended that the 14 posts of Programme Officers of the erstwhile S&DD may also be abolished as and when the incumbents vacate the posts.

With regard to the future implementation of developmental communication programmes through performing arts, ISTM recommended that CBC may engage State Government performing artists and professionally registered local cultural troupes, wherever available, in place of the existing Staff Artist Cadre. According to ISTM, such an arrangement would be more cost-effective and would facilitate wider representation of regional folk traditions, songs, dances and other cultural forms. ISTM also observed that local artists, being closely associated with the cultural ethos of their respective regions, would be better placed to deliver communication programmes reflecting local culture and traditions.

ISTM further emphasized that the planning, guidance, supervision and monitoring of such outsourced communication activities should continue to be carried out by officers at the

appropriate level and that outsourcing should supplement organizational requirements and should not be treated as a substitute for the creation of essential posts.

Observations of the Committee

The Committee examined the recommendations made by ISTM relating to the Staff Artist Cadre, Programme Officer Cadre and the issues arising from the enhanced pay scales granted to the Staff Artists of the erstwhile Song & Drama Division (S&DD).

The Committee agrees with the recommendation of ISTM that the benefits arising from the enhanced pay scales granted to the Staff Artists may be ring-fenced so that they are not treated as a precedent for extending similar benefits to other categories of employees in CBC. If considered necessary, the matter may also be examined in consultation with the Ministry of Law & Justice to obtain legal clarity regarding the implementation of such ring-fencing. The Committee further noted that the Staff Artist Cadre has already been restructured into a four-tier hierarchy in compliance with the judgment of the Hon'ble Supreme Court and, therefore, no further restructuring of the cadre is considered necessary at this stage.

The Committee also agrees with the recommendation that the existing Staff Artist Cadre may continue as a dying cadre and that the posts may be abolished as and when they fall vacant.

However, the Committee is of the view that the position of the Programme Officer Cadre is fundamentally different and requires separate consideration. The issues relating to the Programme Officer Cadre are presently under examination in compliance with the directions of the Hon'ble High Court of Delhi. These include removal of the pay anomaly and grant of pay parity between Programme Officers and Staff Artists, as well as restructuring of the Programme Officer Cadre under the present Cadre Review exercise. Until these issues attain finality, the Programme Officer Cadre should continue as a separate cadre.

The Committee further observed that CBC is already implementing developmental communication and outreach programmes through the engagement of private, local and State Government cultural troupes wherever required. Therefore, the engagement of external cultural troupes is an existing practice and not a substitute for the Programme Officer Cadre.

The Committee is of the view that Programme Officers perform essential managerial and supervisory functions relating to planning, conceptualization, coordination, supervision, monitoring and evaluation of communication programmes. They also coordinate with field units, State Governments and other stakeholders, ensure effective implementation of approved communication strategies and assess programme outcomes. These

responsibilities would continue irrespective of whether the programmes are conducted through Staff Artists or through externally engaged cultural troupes.

Accordingly, the Committee does not agree with the recommendation of ISTM that the Programme Officer posts should be abolished merely because the Staff Artist Cadre has been treated as a dying cadre. On the contrary, greater reliance on external cultural troupes would require competent Programme Officers to plan, coordinate, supervise and monitor such activities. The functional requirement of the Programme Officer Cadre would therefore continue even after the Staff Artist Cadre ceases to exist.

The Committee, therefore, recommends that the future strength, structure and role of the Programme Officer Cadre should be examined independently on the basis of its functional responsibilities, workload and the future organizational requirements of CBC at Headquarters, State Offices and Branch Offices, while keeping in view the directions of the Hon'ble High Court of Delhi relating to cadre restructuring and pay parity.

The Committee further recommends that, after the issues relating to pay parity are finally resolved and the consequential benefits, if any, are extended to the Programme Officers in compliance with the directions of the Hon'ble High Court of Delhi, such benefits may also be ring-fenced, on the same lines as the Staff Artist Cadre, so that they remain confined to the Programme Officer Cadre and are not treated as a precedent for similar claims by other categories of employees in CBC.

5.6 Recommendations of ISTM on the Unified Isolated technical posts and observation of the Committee

Recommendations made by ISTM:

ISTM examined certain technical posts in CBC which, in its view, do not fit into the proposed Unified Technical Service. These comprise the posts of Projectionist, Mechanic-cum-Carpenter, Carpenter and Tin-Smith, with a total sanctioned strength of 27 posts.

ISTM observed that the post of Projectionist has become a dying cadre due to the obsolescence of the 16 mm film projection system. In respect of the posts of Mechanic-cum-Carpenter, Carpenter and Tin-Smith, ISTM observed that the functions performed by these posts are no longer required on a regular basis and may be outsourced whenever necessary.

ISTM further observed that the proposed Unified Technical Service has Level-5 as its entry grade, whereas the posts of Mechanic-cum-Carpenter, Carpenter and Tin-Smith are in Level-2. Since promotion from Level-2 to Level-5 is not permissible under the existing DoPT guidelines, ISTM did not recommend inclusion of these posts in the proposed Unified Technical Service.

Accordingly, ISTM recommended that these posts may be treated as isolated technical posts and continue as separate posts until the existing incumbents vacate them. Thereafter, the posts may be abolished as and when they fall vacant. ISTM further recommended that the activities performed by these posts may be outsourced, wherever required, after developing suitable parameters and guidelines. Such outsourced activities may be planned, supervised and monitored by officers of the proposed Unified Technical Service.

The details of the isolated technical posts identified by ISTM are given below:

Table 5.5: Isolated posts recommended by ISTM

S. No.	Designation	Sanctioned Strength	Pay Level
1	Projectionist	13	Level-5
2	Mechanic-cum-Carpenter	11	Level-2
3	Carpenter	2	Level-2
4	Tin-Smith	1	Level-2
Total		27	

Observations of the Committee

The Committee carefully examined the recommendations made by ISTM regarding the 27 isolated technical posts, comprising 13 posts of Projectionist and 14 posts of Mechanic-cum-Carpenter, Carpenter and Tin-Smith. After detailed examination, the Committee is unable to agree with the recommendation of ISTM to retain these posts as isolated cadres.

In respect of the posts of Mechanic-cum-Carpenter, Carpenter and Tin-Smith, the Committee observed that these constitute a very small cadre with limited promotional opportunities. The functions performed by these posts are no longer required on a regular basis and, wherever necessary, can be outsourced. The Committee is of the view that retaining these posts as a separate isolated cadre is neither beneficial for the career progression of the existing employees nor justified in view of the changing functional requirements of CBC.

Accordingly, the Committee is of the view that these 14 posts should be merged into the proposed Unified Administrative Cadre, with suitable protection of the existing pay, seniority and other service conditions of the incumbents. This will provide better promotional avenues, facilitate optimum utilisation of available manpower and eliminate the need to maintain a separate isolated cadre.

The Committee also examined the recommendation of ISTM regarding the Projectionist cadre. While it agrees that the traditional 16 mm film projection system has become obsolete, it observed that the duties presently performed by the Projectionists have changed significantly over the years. At present, these officials are engaged in

communication and outreach activities which are broadly similar to those performed by the Field Publicity Assistant cadre.

The Committee is, therefore, of the view that the Projectionist cadre should not be treated as an isolated or dying cadre. Instead, the existing 13 posts of Projectionist should be merged with the Field Publicity Assistant Cadre, with appropriate protection of the existing pay, seniority and other service conditions of the incumbents. This will ensure better utilisation of manpower, provide improved promotional opportunities and avoid maintaining a separate cadre performing substantially similar functions. Accordingly, the Committee does not recommend acceptance of ISTM's proposal to retain these posts as isolated technical cadres.

5.7 Recommendations of ISTM on Transfer Liability, Leave/Training Reserve and observation of the Committee

Recommendations made by ISTM:

ISTM has recommended that all employees of CBC may be brought under an all-India transfer liability to facilitate effective deployment of manpower and provide greater administrative flexibility across the organization. ISTM has further suggested that CBC may formulate a comprehensive transfer policy for its employees and place the same on its website to ensure transparency and uniform implementation.

Further, ISTM has recommended creation of leave reserve and training reserve for the Administrative Service and Technical Service cadres of CBC. As per the recommendation, a leave reserve of 1.5% and a training reserve of 1.5% may be maintained in respect of the two highest grades of both the Services. These reserves would help in ensuring smooth functioning of the organization by meeting manpower requirements arising due to employees proceeding on leave or attending training and capacity-building programmes.

Observations of the Committee

The committee endorses the ISTM's recommendations for all cadre of CBC to be all India transferable. With regard to training, the ISTM's recommendation may be considered. However, the assessment of training needs and the formulation of a comprehensive training framework may be undertaken as a separate exercise after the cadre structure is finalized. Since the duties, responsibilities and skill requirements differ across cadres and posts, the training requirements should be identified accordingly. Based on this assessment, a structured training framework may be developed indicating the type of training to be imparted, the stage at which it should be provided and the periodicity of such training. This would strengthen capacity building and equip employees to discharge their responsibilities effectively while preparing them to assume higher roles within the organization

5.8 Recommendations of ISTM on Mandatory Training for CBC officials and observations of the Committee

Recommendations made by ISTM:

ISTM has observed that CBC does not presently have a structured training framework for its technical and administrative personnel. In view of the rapid technological advancements and evolving requirements in the information and communication sector, ISTM has recommended the adoption of a comprehensive capacity-building framework for CBC personnel. The key recommendations are as follows:

- a) A mandatory induction training programme of at least one month's duration may be prescribed for all newly recruited technical and administrative personnel.
- b) Every technical and administrative officer may undergo a minimum of one week of domain-specific training and one week of generic training each year.
- c) Successful completion of an appropriate training programme may be made mandatory prior to each promotion for both technical and administrative officers.
- d) CBC may utilise the services of the India Institute of Mass Communication (IIMC), the Indian Institute of Creative Technology (IICT), or other Government training institutions for designing and conducting training programmes.
- e) IIMC and other Government training institutions may be encouraged to design demand-driven training programmes, particularly for technical personnel.
- f) CBC may collaborate with IIMC to develop appropriate evaluation parameters for assessing the performance of officers undergoing mandatory induction and pre-promotion training.
- g) Wherever necessary, CBC may collaborate with Government training institutions to engage private sector professionals or specialised training organisations on a cost-effective basis for upskilling technical personnel in line with emerging competency requirements in the information sector.
- h) CBC may constitute a committee of professionals to prepare a comprehensive cadre training plan, including the training syllabus, with provision for its review at least once every five years.

Observations of the Committee

The Committee agrees with the need to strengthen the training and capacity-building framework for its personnel. However, the recommendations relating to induction training, periodic training, pre-promotion training, identification of training institutions, evaluation mechanisms and preparation of cadre training plans have been made without a detailed assessment of the training requirements of the various cadres and posts in CBC. Since the duties, responsibilities and competency requirements differ across cadres, the training needs of employees are also likely to vary.

Accordingly, a cadre-wise assessment of training requirements may first be undertaken after finalization of the cadre structure. Based on such an assessment, a comprehensive training framework may be developed specifying the nature of training required for each cadre, the stage at which it should be imparted, its duration and periodicity.

The recommendations relating to training may, therefore, be taken up as a separate exercise subsequent to the finalization of the cadre structure. Thereafter, the feasibility of introducing induction training, periodic refresher training, pre-promotion training, identification of suitable training institutions, development of evaluation mechanisms and preparation of cadre-wise training plans may be examined and implemented, wherever considered necessary.

CHAPTER –6

Proposed Cadre Structure of CBC

6.1 Introduction

The detailed review of the existing cadre structure, manpower position, Recruitment Rules and functional responsibilities of the CBC indicates that the present cadre structure requires comprehensive restructuring to meet the present and future requirements of the organization. Although the DAVP, DFP and S&DD were integrated in 2017 to form a single organization, their cadre structures have continued to function independently under different Recruitment Rules and service conditions. Consequently, CBC is presently managing a large number of separate cadres having different promotional hierarchies, eligibility conditions and career progression systems.

The Committee observed that the existing cadre structure reflects the requirements of the erstwhile organizations rather than the functional requirements of the integrated CBC. Several cadres perform similar or related functions but continue to exist separately. In some cadres, promotional opportunities are adequate, whereas in others employees experience stagnation due to limited promotional avenues. The review has also revealed that many cadres have a large number of vacant posts, while some cadres have become very small or isolated over time. Further, changes in communication technology, increasing use of digital media and integrated communication campaigns have significantly changed the nature of work performed by CBC. These developments require a cadre structure that is flexible, function-oriented and capable of supporting the evolving role of the organization.

Keeping these factors in view, the Committee has proposed a revised cadre structure to create a more integrated, efficient and sustainable manpower framework. The proposed structure has been designed to strengthen organizational efficiency while ensuring fair career progression and better utilization of available manpower.

6.2 Principles adopted for the proposed cadre structure

While preparing the proposed cadre structure, the Committee adopted a practical and functional approach to ensure that the recommendations meet the present as well as future requirements of the CBC. The objective is to establish a simple, integrated and efficient cadre structure that supports the changing functional requirements of the organization while providing employees with a fair and transparent career progression system.

The Committee observed that although the DAVP, DFP and S&DD were integrated to form CBC in 2017, their cadre structures continue to function separately under different Recruitment Rules, promotional hierarchies and service conditions. Since CBC is now

functioning as a single organization, the Committee is of the view that its cadre management system should also gradually move towards a uniform and integrated framework. Employees working in the same organization should, as far as practicable, be governed by Unified principles relating to recruitment, promotion, career progression and other service matters, while specialized cadres may continue separately wherever functional requirements so demand.

For this purpose, the Committee carried out a detailed examination of every cadre by considering its functional responsibilities, workload, sanctioned strength, manpower position and future organizational requirements. Wherever cadres were found to be performing similar or closely related functions, they have been proposed for merger to create stronger and more functional cadres. At the same time, specialized technical and professional cadres have been retained separately wherever such specialization is essential for the efficient functioning of CBC.

The Committee also reviewed the distribution of posts across different cadres and grades. It was observed that some cadres had excess sanctioned strength, while others had inadequate manpower or lacked appropriate supervisory and promotional levels. Accordingly, the Committee has proposed rationalization of posts by redistributing available manpower, merging similar posts, surrendering surplus or long-vacant posts wherever justified and creating higher-level posts wherever necessary. These recommendations are intended to ensure that the sanctioned strength of each cadre is aligned with its functional responsibilities and organizational requirements.

The promotional structure of each cadre was also examined by the Committee in detail. During the review, it was observed that several cadres have very limited promotional avenues. In some cadres, employees get only one regular promotion during their entire service and thereafter remain in the same post until retirement. In certain cadres, employees recruited through Direct Recruitment do not have any regular promotional avenue because the higher promotional posts have either been abolished or no longer exist. In some other cadres, only a few promotional posts are available, due to which employees have to wait for many years and in some cases even decades, before becoming eligible for promotion. The Committee also observed that in some cadres the promotional hierarchy is incomplete and imbalanced. In such cases, there are no intermediate promotional grades between two levels, for example, where the next available post is directly in Level-11 after Level-7. Due to the absence of intermediate promotional posts and the limited number of higher-level posts, employees in the feeder grades get very few opportunities for regular promotion. This has resulted in prolonged stagnation and has adversely affected the career growth of employees. Consequently, many employees have to depend on the Modified Assured Career Progression (MACP) Scheme for financial upgradation instead of regular promotions.

To address these issues, the Committee has, as far as practicable, designed the proposed cadre structure to provide at least three promotional levels in each cadre during an employee's service career. Wherever required, additional promotional levels have been proposed, similar posts have been merged and the distribution of sanctioned posts has been rationalized to strengthen the promotional hierarchy. The Committee has also proposed appropriate intermediate promotional levels wherever necessary to ensure a clear career path and improve promotional opportunities for employees.

While developing the proposed cadre structure, the Committee also considered the broad principles recommended in the ISTM Cadre Review Report, particularly with regard to integration of similar posts, simplification of the cadre structure, optimum utilization of manpower and creation of a sustainable cadre management system. These principles have been taken into consideration while formulating the recommendations. However, the recommendations contained in this Report have been finalized independently by the Committee after detailed examination of the existing cadre structure, functional requirements of CBC, interactions with stakeholders and its own deliberations.

The proposed cadre structure has also been prepared keeping in view the proposed organizational structure of CBC under CBMC, comprising 30 State Offices and 72 Branch Offices, which is presently under consideration of the Ministry. The Committee assessed the manpower requirement of each office on the basis of its functional responsibilities and workload. Based on this assessment, suitable posts have been proposed in offices where the existing sanctioned strength was not adequate to meet functional requirements. Similarly, wherever the existing sanctioned strength was found to be higher than the actual requirement, the number of posts has been suitably rationalized. The Committee has also ensured that every office has the essential posts required for effective supervision, proper distribution of work and smooth administrative and operational functioning. The proposed distribution of posts is intended to achieve balanced deployment of manpower and optimum utilization of available human resources across all offices of CBC.

The Committee is of the view that the proposed cadre structure will establish a uniform, integrated and transparent cadre management system for CBC. It will simplify cadre administration, improve manpower utilization and strengthen the overall administrative and functional efficiency of the organization. The proposed structure will also facilitate effective management of recruitment, promotions, transfers, seniority and manpower planning. At the same time, it will provide employees with a fair and balanced career progression framework by reducing disparities arising from the legacy cadre structures and strengthening promotional opportunities. Overall, the proposed cadre structure is expected to create a modern and sustainable cadre management system that supports both the long-term objectives of CBC and the career aspirations of its employees.

6.3 Proposed integrated structure of CBC

Based on the detailed review of the existing cadre structure, the Committee has proposed a revised cadre structure for CBC. The proposed structure aims to establish an integrated cadre management system by bringing similar cadres under a Unified framework while retaining separate cadres wherever specialization or functional requirements so warrant. In addition, separate ring-fenced legacy cadres have been proposed in specific cases to comply with the directions of the Hon'ble Courts relating to the removal of pay anomalies. After implementation of the proposed Cadre Review recommendations, CBC will have a total of 10 cadres. The proposed cadre structure has been prepared keeping in view the proposed organizational structure of CBC under the CBMC, comprising 30 State Offices and 72 Branch Offices. The details of the proposed integrated cadre structure are given below.

Table 6.1: Cadres proposed by CRC

1	Unified Administrative Cadre	Administrative posts of DAVP, DFP and S&DD proposed to be merged into a unified Administrative Cadre.
2	Unified Advertising Cadre	The Committee recommends constituting a Unified Advertising Cadre by merging the existing Advertising Cadre with suitable posts from the Mass Mailing Cadre and integrating the Outdoor Publicity Cadre. Since these cadres perform similar functions relating to government publicity, advertising, outdoor media and campaign implementation, their merger will create a unified functional structure, improve manpower utilization, reduce duplication of work and provide better career progression opportunities.
3	Unified Stenographers Cadre	All Stenographer posts (General Central Service) of erstwhile DAVP, DFP and S&DD are proposed to be merged into a single Unified Stenographers Cadre.
4	Staff Artist Cadre (Legacy Cadre)	The Staff Artist Cadre is proposed to be retained as a separate legacy cadre. Since no future functional requirement is envisaged, no direct recruitment or induction is recommended. The cadre will gradually phase out through natural attrition.
5	Unified Accounts Cadre	All Accounts posts of erstwhile DAVP, DFP and S&DD are proposed to be merged into a single Unified Accounts Cadre.
6	Unified Public Communication Cadre (erstwhile FPA/TA cadre)	Considering its distinct field-based functions and operational requirements, the Committee recommends retaining this cadre as a separate functional cadre. The cadre is not proposed to be merged with the Unified Advertising Cadre, as its duties and responsibilities are different from those of other technical posts. It has been re-designated as the Public Communication Cadre to better reflect its present role in public communication and field outreach activities.

7	Unified Staff Car Driver Cadre	All Staff Car Driver posts of erstwhile DAVP, DFP and S&DD are proposed to be integrated into a Unified Staff Car Driver Cadre.
8	Publishing Cadre (erstwhile Printing Publicity)	Considering its specialized technical functions and operational requirements, the Committee recommends retaining the Printing Publicity Cadre as a separate cadre. The cadre is not proposed to be merged with any other cadre due to the distinct nature of its duties.
9	Design Cadre (erstwhile Art Studio)	The Committee recommends retaining the Art Studio Cadre as a separate technical cadre considering its specialized creative and design-related functions. The cadre is not proposed to be merged with any other cadre due to the distinct nature of its duties.
10	Programme Officer Cadre & Administrative Staff (Legacy Cadre)	The Programme Officer Cadre and Administrative Staff Cadre shall be retained as separate ring-fenced legacy cadres in compliance with the directions of the Hon'ble Courts relating to the removal of pay anomalies. These legacy cadres shall comprise only the existing litigant employees covered by the court directions. The non-litigant Programme Officers are proposed to be merged with the Advertising Cadre to meet the functional requirements of CBC, while the non-litigant Administrative Staff are proposed to be merged with the respective Unified Administrative, Accounts and Stenographer Cadres, as applicable. No further recruitment shall be made to these legacy cadres. They shall continue only for the existing litigant employees and shall be gradually phased out through natural attrition as and when the posts fall vacant.

CHAPTER – 7

Review and Recommendations for the Administrative Cadre

7.1 The Committee examined the existing Administrative Cadres of the erstwhile media units in detail. It was observed that the Administrative Cadre is still functioning under different Recruitment Rules and promotional structures inherited from the erstwhile media units. Although many posts perform similar administrative functions, the promotional hierarchy, feeder grades and qualifying service are different. The Committee found that employees working on similar posts do not get equal promotional opportunities. In some cadres, employees get direct promotion to higher posts, while in other cadres they have to pass through additional promotional levels. Similarly, the feeder grades and qualifying service for the same promotional post also vary from one cadre to another. The Committee is of the view that such differences are not appropriate in a single organization. Different promotional structures for similar posts create inequality in career progression, affect employee morale and may lead to grievances and litigation.

7.2 The Committee also reviewed the posts of the erstwhile media units to identify those performing administrative functions for inclusion in the proposed Unified Administrative Cadre. Based on the examination, 739 posts were identified as performing administrative functions under the existing Recruitment Rules and are recommended to be merged into the proposed unified Administrative Cadre. The Committee also found that some posts, although included in the Administrative Cadres of the erstwhile DFP and S&DD, do not perform general administrative work. As per their Recruitment Rules and the duties prescribed in the departmental manuals, the posts of Accountant are mainly responsible for finance and accounts work, while Stenographer posts are meant for stenography-related work and are filled through a separate recruitment process. Since these posts perform different functions from the general Administrative Cadre, the Committee recommends that they should not be included in the proposed Unified Administrative Cadre. The Accountant posts should form part of the proposed Accounts Cadre, while the Stenography Cadre should continue as a separate cadre.

7.3 In addition, the Committee examined 14 posts belonging to the Exhibition Cadre and observed that these posts are engaged in technical functions related to exhibition activities. However, considering the changing functional requirements of CBC, the Committee is of the view that these activities are not likely to be required on a regular basis in the long term and wherever necessary, can be outsourced. The Committee further noted that these posts constitute a very small and isolated cadre with limited promotional opportunities. Retaining them as a separate cadre is neither administratively viable nor beneficial for the career progression of the existing employees. Accordingly, the Committee recommends that these 14 posts should also be merged into the proposed unified Administrative Cadre. Thus, together with the 739 administrative posts identified in paragraph 7.2, a total of 753 sanctioned posts are proposed for merger into the unified Administrative Cadre.

7.4 In view of the above recommendations, the Committee recommends integrating the Administrative Cadres of the erstwhile DFP and S&DD, along with the identified administrative posts of the MMW and Exhibition Wings of the erstwhile DAVP, into a unified Administrative Cadre under CBC. The proposed cadre shall be governed by Unified Recruitment Rules, a Unified seniority list and a uniform promotional hierarchy, thereby ensuring a transparent, efficient and integrated system of cadre management across the organisation. The details of the 753 posts proposed for merger into the unified Administrative Cadre are given in Table 7.1.

Table 7.1: Posts proposed for merger into the Unified Administrative Cadre

Cadre	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Admn.(DFP)	1	Administrative Officer	Level-7	Group 'B' Gazetted	16	12	4
	2	Superintendent	Level-6	Group 'C'	2	1	1
	3	Assistant	Level-6	Group 'C'	6	5	1
	4	UDC	Level-4	Group 'C'	37	14	23
	5	Store Keeper	Level-4	Group 'C'	1	1	0
	6	LDC	Level-2	Group 'C'	182	114	68
	7	MTS	Level-1	Group 'C'	236	147	89
	8	Record Keeper	Level-1	Group 'C'	1	1	0
MMW (DAVP)	9	Data Processing Assistant, Group 'A'	Level-6	Group 'B' Non-Gazetted	1	0	1
	10	Data Entry Operator, Gr 'B'	Level-5	Group 'C'	1	1	0
	11	UDC	Level-4	Group 'C'	2	1	1
	12	Storekeeper	Level-4	Group 'C'	3	2	1
	13	LDC	Level-2	Group 'C'	7	6	1
	14	Language Typist	Level-2	Group 'C'	5	2	3
	15	Data Entry Operator, Grade 'A'	Level-2	Group 'C'	5	1	4

Cadre	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
	16	Head Packer	Level-2	Group 'C'	2	1	1
	17	MTS	Level-1	Group 'C'	148	104	44
Admn. (S&DD)	18	Administrative Officer	Level-7	Group 'B' Gazetted	02	01	01
	19	Superintendent	Level-6	Group 'B' Non-Gazetted	06	06	00
	20	Technical Assistant	Level-5	Group 'C'	08	07	01
	21	UDC	Level-4	Group 'C'	16	13	03
	22	Store Keeper	Level-4	Group 'C'	01	01	00
	23	LDC	Level-2	Group 'C'	17	05	12
	24	MTS	Level-1	Group 'C'	34	15	19
Exhibition (DAVP)	25	Mechanic-cum-Carpenter	Level-2	Group 'C'	11	8	3
	26	Carpenter	Level-2	Group 'C'	2	0	2
	27	Tin Smith	Level-2	Group 'C'	1	1	0
				Total	753*	470	283

7.5 (*) Out of the above 753 sanctioned posts, 07 serving employees of the erstwhile S&DD in the grades of Administrative Officer (01), Superintendent (03), Technical Assistant (02), and UDC (01) are presently covered under the pay anomaly cases in which the Hon'ble Courts have issued directions regarding cadre restructuring and removal of pay anomalies. In compliance with these directions, CBC has already submitted a proposal to the Department of Expenditure (DoE) through the Ministry for consideration. Since the matter is presently under consideration of the DoE, the Committee recommends that these 07 employees may be kept outside the proposed Unified Administrative Cadre and continue as a separate Legacy Cadre (Isolated Block) until a final decision is taken. Accordingly, 746 sanctioned posts are proposed to be merged into the Unified Administrative Cadre. The detailed recommendations relating to these employees are given in Chapter-16 (Pay Anomaly Issues) of this Report.

7.6 The Committee observed that the existing Administrative Cadre consists of 27 posts spread across six pay levels, making the cadre structure complex and difficult to manage. It was also found that some grades have only a few sanctioned posts, resulting in limited promotional opportunities. To overcome these issues, the Committee recommends restructuring the existing Administrative Cadre into a four-level structure. The proposed structure will simplify cadre management and provide a structured career progression with at least three promotional opportunities for a direct recruit during the course of service. The proposed structure is given in Table 7.2.

Table 7.2: Proposed structure of the Unified Administrative Cadre

S. No	Existing posts merged/ subsumed into proposed post (Table 7.1 Sl. No)	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/ decrease
1	Sl. No. 1 & 18	Administrative Officer	Level-8/ Group 'B' Gazetted	17	34	(+) 17
2	Sl. No. 2, 3, 9, 10, 19 & 20	Superintendent	Level-6/ Group 'B' N-Gazetted	19	44	(+) 25
3	Sl. No. 4, 5, 11, 12, 21 & 22	Upper Division Clerk	Level-4/ Group 'C'	59	76	(+) 17
4	Sl. No. 6, 13, 14, 15, 16, 23, 25, 26 & 27	Lower Division Clerk	Level-2/ Group 'C'	232	163	(-) 69
5	Sl. No. 7, 8, 17 & 24	Multi Tasking Staff (MTS)	Level-1/ Group 'C'	419	269	(-) 150
			Total Posts	746	586	(-) 160

7.7 The Committee has proposed the distribution of posts in the Unified Administrative Cadre based on the proposed organizational structure of CBC comprising Headquarters, 30 State Offices and 72 Branch Offices. The distribution has been made keeping in view the administrative requirements and workload at each level. This will ensure the availability of adequate administrative staff in all offices and support the efficient functioning of the proposed CBC structure. The details are given in Table 7.3.

Table 7.3: Proposed distribution of posts in the Administrative Cadre

Sl. No.	Designation	Pay Level	Proposed Strength	Headquarters	State Offices (30)	Branch Offices (72)
1	Administrative Officer	Level-8	34	4	30	0
2	Superintendent	Level-6	44	24	20	0
3	Upper Division Clerk (UDC)	Level-4	76	16	60	0
4	Lower Division Clerk (LDC)	Level-2	163	20	71	72
5	Multi Tasking Staff (MTS)	Level-1	269	95	102	72
		Total	586	159	283	144

7.8 To implement the proposed Unified Administrative Cadre, the existing posts have been reorganized as shown in Table 7.1. Except for the posts of Data Processing Assistant, Group 'A' (Sl. No.9) and Technical Assistant (Sl. No.20), all other posts have been merged with the corresponding proposed posts at their existing pay levels. The posts of Data Processing Assistant, Group 'A' and Technical Assistant, which are presently in Pay Level-5, have been upgraded to Pay Level-6 and merged with the post of Superintendent. This has been recommended to maintain a clear and uniform hierarchy in the proposed Administrative Cadre. Retaining these posts at Pay Level-5 would create an unnecessary intermediate level in the cadre structure. Their placement at Pay Level-6 ensures that posts performing similar administrative functions are placed at an appropriate level in the proposed Administrative Cadre, thereby creating a simple, logical and uniform hierarchy. The number of posts of Administrative Officer, Superintendent and Upper Division Clerk has been increased to provide adequate promotional levels in the proposed cadre. These additional higher-level posts have been created by utilizing the matching savings arising from the reduction in the strength of Lower Division Clerk (LDC) and Multi Tasking Staff (MTS) posts. Accordingly, the sanctioned strength of LDC (including 14 Exhibition Cadre posts) has been reduced from 232 to 163 posts, while the strength of MTS has been reduced from 419 to 267 posts. The Committee observed that 69 posts of LDC are presently vacant. Since these vacancies are not required in view of the proposed restructuring, the vacant posts may be abolished and the resulting matching savings may be utilized for the creation of the proposed higher-level posts under the Cadre Review.

7.9 The Committee also reviewed the requirement of MTS posts in the proposed organizational structure of CBC. Based on the future functional requirements of Headquarters, 30 State Offices and 72 Branch Offices, the Committee has assessed that 199 MTS posts will be sufficient for the effective functioning of the organization. However, at present, 267 MTS posts are occupied by serving employees. Since no serving employee should be adversely affected due to this cadre review exercise, the Committee recommends that all the existing incumbents may continue against their respective posts during the transition period. The excess 68 posts shall not be filled after they become vacant and shall be abolished through natural attrition, thereby enabling CBC to gradually achieve the proposed cadre strength of 199 MTS posts. Further, 152 MTS posts are presently lying vacant and are not required under the proposed cadre structure. Accordingly, these 152 vacant posts may be abolished immediately and the matching savings arising therefrom may be utilised for creation of essential posts recommended under the revised cadre structure.

7.10 The post of LDC shall be filled through 80% Direct Recruitment and 20% Promotion from eligible MTS employees. Out of the promotional quota, 15% shall be filled through Limited Departmental Competitive Examination (LDCE) and 5% through Seniority-cum-Fitness. The Committee is of the view that retaining the 15% LDCE quota is essential to provide deserving MTS employees with a fair and merit-based opportunity for career advancement. It will help reduce stagnation at the entry level by creating a clear promotional avenue within the Administrative Cadre. The LDCE will also encourage employees to enhance their knowledge, skills and professional competence, while ensuring that promotions are made through a transparent and competitive process based on merit. This will motivate employees to perform more effectively and contribute to the overall efficiency of the organisation. The Committee further recommends that the post of MTS shall continue to be filled through 100% Direct Recruitment by the Staff Selection Commission (SSC). This will ensure the continuous availability of suitable manpower at the entry level and facilitate the induction of young and qualified personnel into the Administrative Cadre, thereby maintaining its long-term efficiency and sustainability.

7.11 The Committee has proposed an increase in the strength of Administrative Officer, Superintendent and UDC posts after examining the proposed organizational structure and the administrative requirements of CBC. The strength of Administrative Officer has been increased to 34 posts so that one Administrative Officer is available in each of the 30 State Offices. The Administrative Officer will assist the ADG/Director in handling administration, establishment and service matters and ensure smooth functioning of the office. The remaining 04 posts have been proposed for Headquarters to meet the increasing administrative workload. At present, there are no dedicated Administrative Officer posts at Headquarters. As a result, many administrative Sections are being managed under dual charge by Section Officers of the Central Secretariat Service (CSS) cadre. This has increased their workload and affected the timely disposal of administrative work. The proposed

Administrative Officer posts will help distribute the work more effectively, reduce the workload on Section Officers and improve the overall efficiency of administration at Headquarters. Overall, this will strengthen the administrative system at both Headquarters and State Offices and ensure that CBC is able to meet its present as well as future administrative requirements effectively. The Committee also recommends upgrading the post of Administrative Officer from Pay Level-7 to Pay Level-8. The Administrative Officer is responsible for establishment, personnel and other administrative matters at the Headquarters and State Offices and assists the ADG/Director in the overall administration of the office. The post involves significant supervisory responsibilities and independent handling of important administrative matters. At the Headquarters, Section Officers of the Central Secretariat Service (CSS), who perform similar section-in-charge responsibilities, are placed in Pay Level-8 as Group 'B' Gazetted officers. Similarly, in the Accounts Cadre, Assistant Accounts Officers (AAOs) are also placed in Pay Level-8 as Group 'B' Gazetted officers. At the State Office level, the Administrative Officer and the Senior Accounts Officer function as Section In-charges of their respective sections and assist the ADG/Director in administrative and financial matters respectively. Although they perform different functions, both posts discharge comparable supervisory and managerial responsibilities within their respective domains. Keeping in view the similar level of duties and responsibilities, the Committee recommends that the post of Administrative Officer should also be placed in Pay Level-8. This will ensure functional parity with similar supervisory posts and maintain a proper administrative hierarchy within CBC. The committee also observed that the Administrative Cadre has never undergone a Cadre Review since its creation. As a result, the pay level of the post has remained unchanged even though the responsibilities and workload have increased over the years. This is one of the reasons why the post of Administrative Officer is presently placed at a lower pay level than other comparable supervisory posts performing similar responsibilities. Therefore, the Committee recommends upgrading the post of Administrative Officer to Pay Level-8 to bring its pay level in line with its present responsibilities, maintain functional parity with similar supervisory posts and strengthen the administrative hierarchy of CBC.

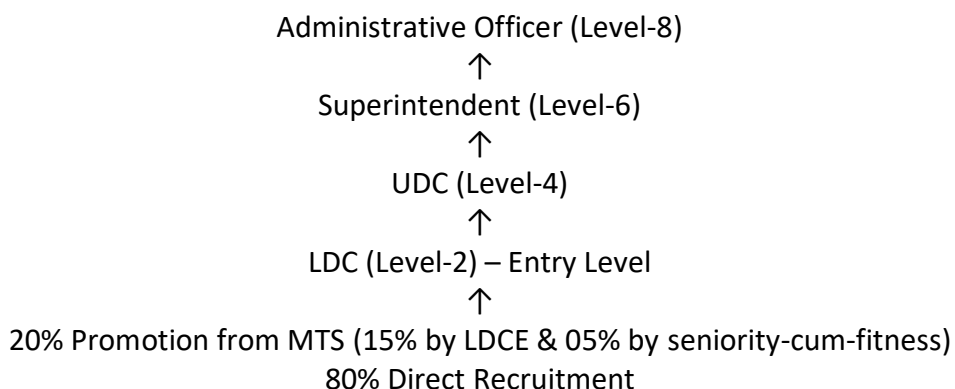
7.12 Secondly, the Committee recommends increasing the strength of Superintendent posts from 19 to 44 to strengthen the administrative set-up of CBC. At present, except for the Regional Office, Bengaluru, no Regional/State Office has a Superintendent post. As a result, important administrative work relating to establishment, service matters and other office administration is being handled by UDCs/LDCs. Since these matters require proper examination and application of Government rules and procedures, the quality and timely disposal of administrative work is affected. The most of the existing Superintendent posts are located at Headquarters and are not available for deployment in the State Offices. As a result, there is no supervisory administrative officer at the regional level to guide and monitor administrative work. Accordingly, it is proposed to create 25 additional Superintendent posts for deployment in major State Offices based on workload and

administrative requirements. It will also create an All India transferable cadre of Superintendents, enabling CBC to deploy officials between Headquarters and State Offices according to administrative requirements and ensure better utilization of manpower.

7.13 Thirdly, the strength of UDC posts has been increased from 59 to 76. The proposed organizational structure of CBC provides for 30 State Offices as against the existing 23 Regional Offices. Therefore, additional UDC posts are required to meet the administrative requirements of the newly proposed State Offices. The Committee observed that UDCs are the main dealing hands for establishment, service matters, office administration, procurement, record management and other routine administrative work. With the increase in the number of State Offices and the growing volume of administrative work, the existing strength of UDCs is not sufficient. Therefore, the Committee recommends creating 17 additional UDC posts to ensure proper handling of administrative work and smooth functioning of all State Offices.

7.14 The proposed promotion hierarchy of the Administrative Cadre has been designed to provide a clear career progression path for employees. The hierarchy is shown below.

Figure 7.1:
Promotion Hierarchy of
Administrative Staff



7.15 The Committee observed that CBC does not have a structured training framework for its Administrative Cadre. At present, newly recruited officials joining through the Staff Selection Commission are not provided induction training to familiarise them with Government rules, office procedures and administrative practices. Similarly, officials promoted to higher grades are also not provided any formal training before taking up higher responsibilities. As a result, officials are required to discharge their duties without adequate knowledge and practical exposure to Government rules, regulations, office procedures and other administrative processes, which may affect the quality, uniformity and timely disposal of official work. Therefore, the Committee recommends that CBC should formulate a

Training Framework for the Administrative Cadre. The framework should lay down the training policy for each grade, including the type of training, the stage at which it is to be imparted, the duration, the training institution and other related guidelines. The Committee further recommends that successful completion of the prescribed training should be made a mandatory condition for promotion to the next higher grade.

7.16 The Committee observed that there is one sanctioned post of Assistant Director (Administration) in the erstwhile S&DD. Under the proposed Administrative Cadre structure, the Committee found that there is no functional requirement to retain this post, as the duties attached to it are presently being discharged by Section Officers of the CSS, who are Group 'B' Gazetted officers, at the Headquarters. The post of Assistant Director is Group 'A' in Level-10. Both Section Officer from CSS and Assistant Director (A) report to the Deputy Director (Administration). Therefore, retaining this post does not add any additional functional or supervisory value to the existing administrative setup. The Committee is of the view that strengthening the Administrative Officer level would better meet the present and future functional requirements of CBC. Accordingly, the Committee recommends that the vacant post of Assistant Director (Admn.) may be abolished and the matching savings arising from its abolition may be utilised for creation of an additional post of Administrative Officer (Level-8) under the revised Administrative Cadre structure.

CHAPTER – 8

Review and Recommendations for the Staff Car Driver Cadre

8.1 The Committee observed that CBC has a total sanctioned strength of 143 Staff Car Driver posts, inherited from the erstwhile DAVP and DFP. Out of these, 7 posts belong to the erstwhile DAVP and 136 posts belong to the erstwhile DFP. No Staff Car Driver post exists in the erstwhile S&DD. The Committee further observed that the Staff Car Driver Cadre continues to be governed by the separate Recruitment Rules and separate seniority of the erstwhile DAVP and DFP. Although these organisations were integrated to form CBC, the Staff Car Driver Cadre has not yet been integrated into a Unified cadre.

8.2 The Committee also observed that the existing deployment of Staff Car Driver posts is largely based on the legacy distribution of the erstwhile media units and has not been comprehensively reviewed after the formation of CBC. During the review, it was noticed that some offices have more than one Staff Car Driver, whereas in some other offices Staff Car Drivers are posted despite there being no official vehicle. On the other hand, certain offices do not have any sanctioned post of Staff Car Driver even though such posts are required for operational purposes. This has resulted in an uneven distribution of Staff Car Driver posts. Therefore, the Committee considered it necessary to rationalise the cadre strength and deployment of Staff Car Driver posts.

8.3 After examination, the Committee observed that the existing Recruitment Rules governing the Driver Cadre in the erstwhile DFP and DAVP were notified several decades ago and have remained unchanged since then. During this period, the Government has issued several instructions through DoPT and successive Central Pay Commissions have introduced changes in pay structure, service conditions and career progression. However, the existing Recruitment Rules have not been updated to incorporate these changes. It further observed that one set of Recruitment Rules is applicable to the Staff Car Driver posts of the erstwhile DAVP. In the erstwhile DFP, however, two separate sets of Recruitment Rules are in force, one for the Staff Car Driver posts at Headquarters and another for the Motor Driver posts in the Regional Offices. As a result, separate seniority is being maintained for Drivers posted at Headquarters and those posted in the Regional Offices and their Field Offices, even though they perform similar duties under the same organisation. Consequently, the Staff Car Driver Cadre in CBC does not have a Unified seniority. In the absence of a Unified seniority, a Driver transferred from one Region to another in public interest may not be able to retain the seniority earned in his previous Region and may have to be placed in the seniority list of the new Region. This may adversely affect his promotional prospects, as he may have to wait again to become eligible for promotion in the new Region. In certain cases, a Driver who is senior in the overall organisation may become junior to Drivers who were originally below him. The Committee observed that such a system creates disparities in career progression, discourages the

movement of employees in public interest and is not consistent with the objective of maintaining a unified cadre in an integrated organisation.

8.4 Similarly, recruitment is being carried out separately at the Regional Office level instead of through a centralised recruitment system. This has resulted in non-uniform recruitment practices across different Regions and a lack of consistency in the selection process. The existing system does not provide a Unified and transparent recruitment mechanism for the cadre and may lead to variations in the standards of selection. Therefore, the Committee considered it necessary to introduce a centralised recruitment system for the Staff Car Driver Cadre in CBC to ensure uniformity, transparency and fairness in recruitment.

8.5 The Committee also observed that the existing Recruitment Rules provide for filling a portion of the Staff Car Driver posts through promotion/selection from MTS. Considering the specialised nature of driving duties and the requirement of prescribed driving qualifications, experience and skill, the Committee is of the view that the post of Staff Car Driver should be filled through 100% Direct Recruitment. Accordingly, the existing provision for promotion/selection from MTS may be discontinued. This will ensure that only suitably qualified and skilled candidates are appointed to the Driver Cadre and will help maintain uniform standards of recruitment across CBC.

8.6 During the review, it was found that the Staff Car Driver Scheme is not being implemented uniformly across CBC. At present, the Scheme is available only in some Regional Offices, where eligible Drivers are granted financial upgradation on completion of the prescribed service under this scheme. However, several Regional Offices have not implemented the same. As a result, Drivers working in different Regions do not receive equal career progression opportunities despite performing similar duties. It was further found that the Scheme is also not available for Drivers posted at Headquarters. Consequently, these Drivers have to depend only on the Modified Assured Career Progression (MACP) Scheme for financial upgradation, which provides financial upgradation but is not a substitute for regular promotion. Since MACP provides only financial upgradation and is not a regular promotion, Drivers posted in such offices do not receive career progression opportunities similar to those available under the Staff Car Driver Scheme. This has resulted in disparity in career progression among Drivers working in the same organisation.

8.7 The DoP&T, vide O.M. No. 35011/01/2022-Estt.(D), dated 18.11.2022 has prescribed a uniform career progression structure for the Staff Car Driver Cadre. As per these guidelines, the cadre is to be organised in four grades, namely Staff Car Driver (Ordinary Grade) in Pay Level-2, Staff Car Driver Grade-II in Pay Level-4, Staff Car Driver Grade-I in Pay Level-5 and Special Grade in Pay Level-6, in the ratio of 30:30:35:5 of the total sanctioned strength of the cadre. The guidelines also provide that all new Driver posts should be

created only in the Ordinary Grade (Pay Level-2). Further, where the cadre is small, Ministries/Departments may combine different Driver cadres and operate them on a nodal basis so that promotions can be granted on the basis of a Unified seniority without requiring physical transfer of employees. The career progression structure prescribed by DoP&T is given in Table 8.1 below:

Table 8.1: Career Progression Structure for Staff Car Driver Cadre

Sl. No.	Pay Level	Designation	Ratio of Total Sanctioned Strength	Eligibility
1	Level-2	Staff Car Driver (Ordinary Grade)	30%	Entry Grade
2	Level-4	Staff Car Driver Grade-II	30%	9 years of regular service in Ordinary Grade
3	Level-5	Staff Car Driver Grade-I	35%	6 years' regular service in Grade-II or a combined regular service of 15 years in the Ordinary Grade and Grade-II
4	Level-6	Staff Car Driver (Special Grade)	5%	Promotion on the basis of seniority-cum-fitness from Staff Car Driver Grade-I with 3 years' regular service in Grade-I

8.8 The Committee, therefore, recommends that the DoP&T O.M. No. 35011/01/2022-Estt.(D), dated 18.11.2022 should be implemented in letter and spirit in CBC. Accordingly, all Driver posts under Headquarters, Regional Offices and Field Offices should be merged into a Unified Staff Car Driver Cadre with a Unified seniority. The career progression structure prescribed by DoP&T should be implemented uniformly through a Unified (nodal) cadre to ensure equal career progression opportunities for all eligible Drivers, irrespective of their place of posting.

8.9 The total sanctioned strength of the Driver Cadre in CBC is 143 posts, comprising 7 posts inherited from the erstwhile DAVP and 136 posts inherited from the erstwhile DFP. Since the duties, responsibilities and qualifications prescribed for these posts are similar, the Committee considered it appropriate to merge all these posts into a single Staff Car Driver Cadre. Further, one post of Dispatch Rider exists in the erstwhile DAVP. The nature of duties performed by the Dispatch Rider is also broadly similar to those of the Staff Car Driver. Hence, the Committee recommends that this post may also be merged with the Staff Car Driver Cadre. **Accordingly, the Committee recommends the merger of all 143 Driver posts along with the 1 Dispatch Rider post into a single Staff Car Driver Cadre comprising a total of 144 posts.**

8.10 The Committee examined the requirement of Driver posts in the proposed organisational structure of CBC and found that the existing sanctioned strength of 144 posts is higher than the actual functional requirement. After assessing the operational needs of CBC, the Committee concluded that only 22 Driver posts would be sufficient to meet the future requirement. These comprise 05 posts for Headquarters and 17 posts for State Offices/Branch Offices located in difficult and remote areas where hiring of vehicles is not feasible. For the remaining offices, the transportation requirements may be met through hired vehicles or outsourced transport services, wherever required, in accordance with the Government instructions. This arrangement is expected to be more cost-effective than maintaining Government vehicles and permanent Driver posts. However, 91 Drivers are presently in position. The Committee recommends that no existing Driver should be adversely affected on account of this Cadre Review exercise. Accordingly, all existing Drivers may be retained against the sanctioned posts. The existing vacant 53 Driver posts may be abolished for matching/saving purpose. The cadre strength may thereafter be reduced gradually through natural attrition by not filling up the vacancies arising in future, until the cadre reaches the proposed strength of 22 posts. Once the cadre is reduced to 22 posts, the sanctioned strength may be frozen at that level and all future vacancies may be filled in accordance with the approved Recruitment Rules and the functional requirements of CBC.

8.11 Since 91 Drivers are presently in position, the cadre may initially be structured based on the existing strength of 91 posts. The proposed cadre structure of 91 posts may be implemented at this stage. The final cadre structure of 22 posts, in accordance with the DoPT O.M. dated 18.11.2022, may be implemented in future after the cadre strength is reduced to 22 posts through natural attrition. Accordingly, the following Staff Car Driver cadre structure of 91 posts is proposed for implementation.

Table 8.2: Proposed Structure for Staff Car Driver Cadre (Interim – 91 Posts)

Sl. No.	Pay Level	Designation	Proposed Sanctioned posts	Eligibility
1	Level-2	Staff Car Driver (Ordinary Grade)	27	Entry Grade
2	Level-4	Staff Car Driver Grade-II	27	9 years of regular service in Ordinary Grade
3	Level-5	Staff Car Driver Grade-I	32	6 years' regular service in Grade-II or a combined regular service of 15 years in the Ordinary Grade and Grade-II
4	Level-6	Staff Car Driver (Special Grade)	5	Promotion on the basis of seniority-cum-fitness from Staff Car Driver Grade-I with 3 years' regular service in Grade-I
Total			91	

8.12 The above cadre structure is proposed as an interim arrangement based on the existing strength of 91 Drivers. After approval of the Cadre Review proposal, Unified Recruitment Rules for all grades of the Staff Car Driver Cadre should be notified. Thereafter, all Drivers working in different grades across CBC should be brought under a single unified Staff Car Driver Cadre and a Unified seniority list should be prepared in accordance with the approved Recruitment Rules. The proposed unified cadre will provide a uniform promotional hierarchy and equal career progression opportunities to all Drivers across CBC. This will enable the employees to earn regular promotions based on the prescribed eligibility and availability of vacancies, instead of depending mainly on MACP Scheme, which provides only financial upgradation.

CHAPTER – 9

Review and Recommendations for the Stenographer Cadre

9.1 The Committee examined the existing position of the Stenographer Cadre in CBC and observed that there is no uniform Stenographer Cadre in the organisation. Among the erstwhile media units, only the erstwhile DAVP has a separate Stenographer Cadre, which exists only in the Regional Offices. The Stenographers borne on the erstwhile DAVP strength at Headquarters are part of the Central Secretariat Stenographers' Service (CSSS), which is managed by the DoPT. In the erstwhile DFP and S&DD, there is no separate Stenographer Cadre. The Stenographer posts form part of the Administrative Cadre. After appointment as Stenographers, they follow the same promotion hierarchy as other employees of the Administrative Cadre and are promoted to the higher posts of that cadre in the normal course. As a result, they do not have a separate career progression in the stenographic line for which they were recruited. They are also frequently assigned general administrative duties instead of stenographic work. The existing arrangement does not provide a dedicated career path for Stenographers. At the same time, the higher posts of the Administrative Cadre are also occupied by officials whose primary recruitment was for stenographic duties. Consequently, both the Stenographer and Administrative functions are affected due to the absence of separate career streams. Therefore, the existing arrangement needs to be reviewed.

9.2 The existing sanctioned strength of the Stenographer Cadre in CBC is 16 posts, comprising 4 posts from the erstwhile DAVP, 6 posts from the erstwhile DFP and 6 posts from the erstwhile S&DD. The Committee observed that the number of Stenographer posts in the Regional Offices is very limited and in many offices no Stenographer post is available. As a result, the stenographic requirements of several offices are either managed through alternative arrangements or remain unmet. Further, the present distribution of 16 Stenographer posts is based on the organisational structure of the erstwhile media units rather than the present functional requirements of CBC. Consequently, some Regional Offices have two Stenographer posts, while several Regional Offices do not have any sanctioned Stenographer post. Hence, the existing distribution of Stenographer posts needs to be rationalised.

9.3 In view of the above, the Committee recommends that a separate Stenographer Cadre shall be created in CBC for the Regional Offices/State Offices. The existing Stenographer posts of the erstwhile DAVP, DFP and S&DD shall be merged into the proposed cadre and placed in the appropriate grades in accordance with the approved Recruitment Rules. The proposed cadre will provide a dedicated career progression to the existing Stenographers and ensure the availability of stenographic support in all 30 proposed State Offices. The Committee further recommends that one Stenographer post shall be provided in each State Office to assist ADG/Director in the discharge of official duties. Accordingly, the existing sanctioned strength of 16 posts may be increased to 30

posts. The proposed cadre shall consist of three grades namely, Stenographer Grade 'C'–Level-4, Stenographer Grade 'B'–Level-6 and Stenographer Grade 'A'–Level-7. Since the Headquarters is already served by the Central Secretariat Stenographers' Service managed by the DoPT, no separate Stenographer posts are proposed for Headquarters under this cadre. The details of the existing 16 Stenographer posts are given in Table 9.1 below:

Table 9.1: Existing posts of Stenographer

Cadre	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Admn. (DFP)	1	Stenographer Grade-II	Level-6	Group 'C'	4	2	2
	2	Stenographer Grade-III	Level-4	Group 'C'	2	1	1
Admn. (S&DD)	3	Stenographer Grade-II	Level-6	Group 'B' N-Gazetted	2	1	1
	4	Stenographer Grade-III	Level-4	Group 'C'	4	2	2
Steno. (DAVP)	5	Stenographer Grade-I	Level-6	Group 'B' N-Gazetted	1	0	1
	6	Stenographer Grade-II	Level-6	Group 'B' N-Gazetted	1	1	0
	7	Stenographer Grade-III	Level-4	Group 'C'	2	0	2
				Total	16	7	9

9.4 Out of the 16 sanctioned posts of the Stenographer Cadre, 01 Stenographer Grade-II post of the erstwhile S&DD is covered under the pay anomaly cases in which the Hon'ble Courts have issued directions regarding cadre restructuring and removal of pay anomalies. The incumbent of this post may be kept outside the proposed Unified Stenographer Cadre and continue as a Legacy Cadre (Isolated Block) until a final decision is taken. **Accordingly, the remaining 15 sanctioned posts are proposed to be merged into the Unified Stenographer Cadre.** Details are given in Chapter-16 (Pay Anomaly Issues) of this Report.

9.5 The proposed cadre structure aims to establish a dedicated Stenographer Cadre with a uniform promotional hierarchy and adequate stenographic support at the State Office level. The proposed grade-wise structure is given in Table 9.2 below.

Table 9.2: Proposed structure of the Unified Stenographer Cadre

S. No	Existing posts merged/ subsumed into proposed post (Table 9.1 Sl. No)	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/ decrease
1	Sl. No. 6	Stenographer Grade 'A'	Level-7/ Group 'B' N-Gazetted	1	3	(+) 2
2	Sl. No. 1, 3 & 7	Stenographer Grade 'B'	Level-6/ Group 'B' N-Gazetted	7	7	0
3	Sl. No. 2, 5 & 8	Stenographer Grade 'C'	Level-4/ Group 'C'	8	20	(+) 12
			Total Posts	16	30	(+) 14

9.6 In the existing structure, the posts of Stenographer Grade-I (Sl. No. 6 of Table 9.1) and its feeder grade Stenographer Grade-II are both placed at Level-6. As a result, promotion to the higher post does not provide any financial upgradation, thereby affecting the promotional hierarchy and career progression. To restore the distinction between the feeder and promotional grades, it is proposed to upgrade the pay level of Stenographer Grade-I from Level-6 to Level-7 in the proposed cadre structure.

CHAPTER – 10

Review and Recommendations for the Accounts Cadre

10.1 Prior to the merger of the erstwhile media units into the CBC, DAVP had a dedicated Accounts cadre responsible for processing payments, maintaining accounts, and providing financial advice in respect of media campaigns undertaken by the Directorate. In contrast, the DFP and the S&DD did not have a separate accounts cadre. Instead, they had a few Accounts posts under their Administrative Cadres to process routine bills, maintain accounts and make payments relating to their regional and field activities. After the formation of CBC, the budget and financial management of the three erstwhile media units were brought under a Unified financial system. As a result, the accounting and payment functions at Headquarters have been integrated and are now handled by the erstwhile DAVP Accounts Wing, which functions as the centralized Accounts Wing of CBC. At the regional level, payments relating to field publicity and outreach activities continue to be processed by the respective Regional Offices/State Offices, as they are responsible for verifying the execution of activities and ensuring timely settlement of bills. However, cases requiring centralized scrutiny, approval or payment are processed by the Headquarters Accounts Wing.

10.2 The Committee observed that, at present, only the Headquarters has a dedicated Accounts Wing, while no separate Accounts Cadre exists at the Regional Offices. The Accounts work in the Regional Offices is being carried out by the Accounts posts inherited from the erstwhile DFP and S&DD. In addition, officials of the Administrative Cadre, such as LDCs and UDCs, are also required to assist in Accounts work. This arrangement often affects the timely processing of bills and other financial matters. The Committee further observed that the officials performing Accounts work in the Regional Offices belong to the Administrative Cadre. Although they have career progression in the Administrative Cadre, they do not have a dedicated Accounts Cadre. As a result, they are frequently assigned both administrative and accounts-related duties, making it difficult to develop specialised expertise in financial management. The Committee also observed that the Headquarters Accounts Wing is facing shortage of manpower. After the integration of the three erstwhile media units, the volume of Accounts work has increased considerably. However, the available staff is not sufficient to handle the increased workload. In many cases, officials are performing Accounts functions under additional charge, resulting in excessive workload and delays in processing bills and payments. The Committee further observed that several Accounts posts belonging to the Central Civil Accounts Service (CCAS) remain vacant for long periods, which adds to the shortage of Accounts personnel. In view of the above, the Committee is of the opinion that CBC should have a dedicated Accounts Cadre at both Headquarters and State Offices. This will ensure that Accounts work is handled by trained Accounts personnel, improve efficiency in financial management and enable timely processing of bills and payments.

10.3 The officials of the Accounts Wing are engaged in a wide spectrum of financial and accounting functions that are critical to the smooth functioning of CBC's core mandate of media and publicity campaign execution. The principal areas of work handled by the Wing include:

1. **Vendor Payment Processing** — Scrutiny, verification and processing of bills/invoices raised by empanelled media units, vendors, printing presses, and other service providers, including release of payments through PFMS/e-payment systems.
2. **Pre-audit and Internal Audit/Compliance** — Pre-check of bills for adherence to GFR provisions, rate contracts, empanelment terms, and applicable taxation (GST/TDS) before payment release, along with compliance with Internal Audit and CAG audit observations.
3. **Budgeting and Budgetary Control** — Preparation of Budget Estimates (BE)/Revised Estimates (RE), monitoring of expenditure against sanctioned allocations, re-appropriation proposals, and monthly/quarterly expenditure reporting to the Ministry.
4. **Bill Passing and Fund Disbursement** — Processing of establishment bills, contingency bills, TA/DA, GPF/CPF, pension cases, and other administrative payments.
5. **Reconciliation and Reporting** — Reconciliation of expenditure figures with the Pay & Accounts Office (PAO)/Controller of Accounts, preparation of annual accounts, and statutory financial statements.
6. **Other Financial Processes** — Handling of GST/TDS deductions and returns, bank guarantee/security deposit management, and responding to RTI/audit paras/parliamentary queries relating to financial matters.

The workload of the Accounts Wing in CBC has grown substantially in both financial value and transactional volume, driven by the expanding scale of CBC's publicity operations across print, electronic, digital and outdoor media.

10.4 The existing Accounts Cadre in CBC mainly comprises the dedicated Accounts Cadre of the erstwhile DAVP and certain Accounts-related posts of the erstwhile DFP and S&DD performing similar functions. The sanctioned strength of these posts is 47, out of which 42 officials are in position and 5 posts are vacant. The existing cadre-wise position of the Accounts Cadre is given in Tables 10.1, 10.2 and 10.3 below.

Table 10.1: DAVP (Ex-Cadre)

S. No	Name of the post	Pay level (as per 7 th CPC) & Classification	No. of sanctioned posts	No. of posts occupied	No. of posts vacant
1	FA & CAO (Financial Advisor and Chief Accounts Officer)	Level – 11 Group 'A', Gazetted	1	1	0
2	Accounts Officer (AO)	Level- 9 Group 'B', Gazetted	5	5	0
3	Assistant Accounts Officer (AAO)	Level 8 Group 'B', Gazetted	5	4	1
4	Accountant	Level-6 Group 'B', Non- Gazetted	3	1	2
5	Jr Accountant	Level-5 Group 'C' Non-Gazetted	1	0	1
Total			15	11	4

Table 10.2: DFP (Ex-Cadre)

S. No	Name of the post	Pay level (as per 7 th CPC) & Classification	No. of sanctioned posts	No. of posts occupied	No. of posts vacant
1	Sr. Office Superintendent	Level-7 Group 'B', Gazetted	1	1	0
2	Accountant	Level-5 Group 'C'	23	22	1
Total			24	23	1

Table 10.3: S&DD (Ex-Cadre)

S. No	Name of the post	Pay level (as per 7 th CPC) & Classification	No. of sanctioned posts	No. of posts occupied	No. of posts vacant
1	Accountant	Level-5 Group 'C'	8*	8	0
Total			8*	8	0

Grand Total (DAVP & DFP and S&DD)	47*	42	5
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10.5 (*) Out of the 47 sanctioned posts, 05 serving Accountants of the erstwhile S&DD are covered under the pay anomaly cases in which the Hon'ble Courts have issued directions regarding cadre restructuring and removal of pay anomalies. The Committee recommends that the incumbents of these posts may be kept outside the proposed Unified Accounts Cadre and continue as a Legacy Cadre (Isolated Block) until a final decision is taken. Accordingly, the remaining 42 posts are proposed to be merged into the Unified Accounts Cadre. The detailed reasons are given in Chapter-16 (Pay Anomaly Issues) of this Report. The Committee also noted that the remaining 03 incumbents in the grade of Accountant are not covered by any final judicial direction requiring them to remain in the legacy cadre.

10.6 The Committee recommends the creation of a Unified Accounts Cadre in CBC by merging the existing Accounts Cadre of the erstwhile DAVP with the Senior Office Superintendent and Accountant posts of the erstwhile DFP, as these posts perform similar Accounts functions.

10.7 Under the proposed organisational structure comprising Headquarters, 30 State Offices and 72 Branch Offices, a dedicated Accounts set-up is required to ensure efficient financial management, timely processing of bills, effective budgetary control and proper financial oversight. Accordingly, the Committee proposes a total sanctioned strength of 120 posts, distributed across Headquarters, 30 State Offices and 72 Branch Offices, with All India Transfer Liability. The recommended cadre structure is given below.

Table 10.4: Proposed structure of the Unified Accounts Cadre

S. No	Existing posts merged/ subsumed into proposed post	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase / decrease
1	FA & CAO (DAVP)	FA & CAO (Financial Advisor and Chief Accounts Officer)	Level-11/ Group 'A'	1	1	0
2	AO (DAVP)	Accounts Officer (AO)	Level-9/ Group 'B', Gazetted	5	9	(+) 4
3	AAO (DAVP), Sr. Supdt (DFP)	Assistant Accounts Officer (AAO)	Level-8/ Group 'B', Gazetted	6	17	(+) 11
4	Accountant (DAVP, DFP, S&DD)	Sr. Accountant	Level-6/ Group 'B', N-Gazetted	29	32	(+) 3
5	Jr. Accountant (DAVP)	Accountant	Level-5/ Group 'C',	1	61	(+) 60
				42	120	(+) 78

Table 10.5: Distribution of Posts at HQ, 30 State Offices and 72 Branch Offices

STATE/UT	STATE OFFICE	NO. OF BOs UNDER SO	PROPOSED					TOTAL
			FA & CAO	AO	AAO	Sr. Accountant	Accountant	
New Delhi	CBC (HQ)	0	1	6	10	20	31	68
Andhra Pradesh	Vijayawada	3		0	0	1	1	2
Arunachal Pradesh	Itanagar	1		1	0	0	1	2
Assam	Guwahati	3		0	1	0	1	2
Bihar	Patna	3		0	0	0	1	1
Chhattisgarh	Raipur	3		0	0	0	1	1
Goa	Panaji	0		0	0	1	1	2
Gujarat	Ahmedabad	4		0	0	0	1	1
Haryana	Chandigarh	5		0	0	1	1	2
Punjab				0	0	1	1	2
Himachal Pradesh	Shimla	1		0	1	0	1	2
Jammu & Kashmir,	Srinagar	1		0	0	0	1	1
Jharkhand	Ranchi	3		0	0	0	1	1
Karnataka	Bengaluru	5		0	0	1	1	2
Kerala	T'puram	3		0	0	0	1	1
Lakshadweep				0	0	0	1	1
Ladakh	Leh	1		0	1	0	1	2
Madhya Pradesh	Bhopal	4		0	0	1	1	2
Maharashtra	Mumbai	5		0	0	1	1	2
Manipur	Imphal	1		0	1	0	1	2
Meghalaya	Shillong	1		0	1	0	1	2
Mizoram	Aizawl	0		1	0	0	1	2
Nagaland	Kohima	0		0	0	0	1	1
Odisha	Bhubaneswar	3		0	0	1	1	2
Puducherry	Puducherry	0		0	1	0	1	2
Rajasthan	Jaipur	5		0	0	1	1	2
Sikkim	Gangtok	0		0	1	0	1	2
Tamil Nadu	Chennai	4		0	0	1	1	2
Andaman & Nicobar				0	0	1	1	2
Telangana	Hyderabad	3		0	0	1	1	2
Tripura	Agartala	0		1	0	0	1	2
Uttar Pradesh	Lucknow	5		0	0	1	1	2
Uttarakhand	Dehradun	2		0	0	0	1	1
West Bengal	Kolkata	3		0	0	1	1	2
TOTAL	30+HQ	72	1	09	17	32	61	120

10.8 The proposed increase in the strength of the Accounts Cadre is required to meet the present and future functional requirements of CBC. After the merger of the erstwhile DAVP, DFP and S&DD, the financial and accounting functions of all three organisations have been integrated under a Unified budgetary and accounting system. As a result, the volume of financial transactions, vendor payments, media campaign bills and other accounting work has increased significantly. The existing strength of the Accounts Cadre was sanctioned before the merger and is not adequate to meet the present workload of CBC. The Accounts Wing is now responsible for processing payments relating to media campaigns, establishment and administrative expenditure, budget preparation, expenditure monitoring, reconciliation of accounts, operation of the Public Financial Management System (PFMS), GST and Income Tax compliance, audit matters and other financial functions. The expansion of CBC's activities across print, electronic, digital and outdoor media has further increased the workload of the Accounts Wing. The proposed strengthening of the Accounts Cadre will ensure adequate Accounts staff at Headquarters, State Offices and Branch Offices for timely processing of bills and payments, proper budgetary control and effective financial management. It will also strengthen internal financial controls, improve compliance with Government financial rules, reduce delays in processing financial transactions and provide a balanced promotional hierarchy within the Accounts Cadre. Accordingly, the proposed cadre strength of 120 posts has been assessed keeping in view the existing workload, future functional requirements and the proposed organisational structure of CBC. The proposed strength is considered necessary for the efficient and smooth functioning of the Accounts Wing.

10.9 Another important issue requiring consideration is the difference in the pay level of the post of Accountant in the erstwhile media units. In the erstwhile DAVP, the post of Accountant is placed in Level-6, whereas the corresponding post in the erstwhile DFP and S&DD is placed in Level-5. This difference is likely to create difficulties in the merger of these posts into a Unified Accounts Cadre. It is relevant to note that the post of Accountant in DAVP was also earlier in Level-5 and was upgraded to Level-6 in 2018 in compliance with the judgment of the Hon'ble Supreme Court. Since the nature of duties and responsibilities performed by the Accountants in the erstwhile DAVP, DFP and S&DD is broadly similar, the Committee recommends that the Accountant posts in the erstwhile DFP and S&DD should also be upgraded from Level-5 to Level-6 before their merger into the Unified Accounts Cadre. This will ensure uniformity in the pay structure, facilitate smooth integration of the cadre and help avoid disparities in pay, seniority and service conditions, thereby minimizing the possibility of future grievances and litigation.

10.10 The Committee observed that the sanctioned strength of the Accounts Wing has remained largely unchanged since the establishment of the erstwhile DAVP, despite a substantial increase in the scale, complexity and volume of financial operations in the CBC. Following the merger of the erstwhile DAVP, DFP and S&DD, the Accounts Wing is now

responsible for handling the financial activities of the entire organisation, including budgeting, bill processing, media payments, vendor payments, statutory compliances, reconciliation, audit matters, financial reporting and other related functions. With the expansion of CBC's communication activities across print, electronic, digital and social media platforms, the volume and value of financial transactions has increased manifold. New functional sections have also been created, resulting in a significant increase in financial workload. However, the sanctioned strength of the Accounts Wing has not been enhanced to match these additional responsibilities.

10.11 The Committee further observed that due to the shortage of regular Accounts personnel, officials from the Administrative Wing and other cadres are frequently deployed to perform Accounts-related functions at the Headquarters and Regional Offices to ensure continuity of work. Such deployment has become necessary as the available Accounts staff is not adequate to handle the workload in the respective Accounts Sections. This not only affects the efficiency of the Administrative Wing and other functional units by diverting their manpower from their primary duties but also results in specialised Accounts functions being performed by officials who do not possess the requisite training or expertise in Government accounting and financial procedures. The Committee further noted that the Accounts Wing is presently supervised by officers of the Indian Information Service (IIS), who are not members of the Accounts Cadre. In the Committee's view, financial functions should ordinarily be supervised by qualified Accounts officers possessing the necessary knowledge and experience in Government accounting, financial management and financial rules. The existing arrangement is neither sustainable nor conducive to sound financial management and increases the risk of delays, procedural lapses, compliance issues and adverse audit observations.

10.12 In view of the above, the Committee is of the considered opinion that the existing Accounts establishment in CBC is inadequate to meet the present and future functional requirements of the organisation. The Committee recommends that a dedicated Accounts establishment, with an appropriate supervisory hierarchy, should be provided at both the Headquarters and the Regional Offices, commensurate with the volume of financial work and operational requirements. Strengthening the Accounts Cadre in this manner will ensure the availability of trained Accounts personnel for handling specialised financial functions, facilitate timely processing of bills and payments, improve budget and expenditure management, strengthen internal financial controls, ensure compliance with Government financial rules and audit requirements, and eliminate the need for deployment of officials from other cadres for Accounts-related work. This will contribute to a more efficient, accountable and professionally managed financial administration within CBC.

10.13 The Committee recommends that all Direct Recruits appointed to the post of Junior Accountant/Accountant shall undergo mandatory induction training before being assigned independent responsibilities. The training should cover Government accounting, budget and expenditure management, General Financial Rules (GFR), Public Financial Management System (PFMS), procurement procedures, audit, taxation and other financial and administrative rules relevant to the functioning of CBC. The training may be imparted through the Institute of Secretariat Training & Management (ISTM), the Institute of Government Accounts and Finance (INGAF) or any other Government training institution approved by the Competent Authority. CBC may enter into suitable arrangements with these institutions for conducting induction training. After completion of the induction training, the officials should undergo on-the-job training in the CBC Accounts Wing under the supervision of senior Accounts officers to gain practical experience in financial and accounting functions before being assigned independent charge. Every Direct Recruit shall be on probation for a period of two years, or such period as may be prescribed under the applicable Recruitment Rules and Government instructions. Confirmation in service shall be subject to satisfactory completion of the prescribed probation period, successful completion of the mandatory training and fulfilment of the conditions prescribed in the Recruitment Rules.

10.14 The Committee recommends that the proposed Accounts Cadre be implemented in a phased manner over a period of five years. This approach will facilitate the gradual strengthening of the cadre, taking into account the recruitment process, induction training, budgetary provisions and smooth absorption of newly recruited personnel. The entry grade of Accountant (Pay Level-5) should be filled through 100% Direct Recruitment through the Staff Selection Commission (SSC). Recruitment may be undertaken in phases so that newly recruited officials can be properly trained and deployed without affecting the day-to-day functioning of the Accounts Wing. To ensure the immediate availability of experienced supervisory officers during the initial years, the additional posts of Senior Accountant (Pay Level-6), Assistant Accounts Officer (Pay Level-8) and Accounts Officer (Pay Level-9) should initially be filled on deputation from suitable Central Government Departments or Organized Accounts Services. These posts may subsequently be filled through promotion as and when eligible officers become available in the CBC Accounts Cadre in accordance with the Recruitment Rules.

CHAPTER – 11

Review and Recommendations for the Public Communication Cadre (erstwhile FPA/TA Cadre)

11.1 The Cadre Review Committee carried out a detailed examination of the Field Publicity Cadre inherited from the erstwhile Directorate of Field Publicity (DFP), comprising the posts of Field Publicity Assistant (FPA), Technical Assistant (TA) and Senior Technical Assistant (STA). The review was undertaken to assess whether the existing cadre structure, Recruitment Rules, manpower strength, deployment pattern and promotional hierarchy are suitable for meeting the present and future functional requirements of the CBC.

11.2 During the examination, the Committee found that the Field Publicity Cadre was originally created to provide operational and technical support for field communication activities and to facilitate the dissemination of Government policies, programmes and welfare initiatives among the people. The Committee observed that it was the core operational cadre of the erstwhile DFP and formed the backbone of its field communication network. Each Field Publicity Unit/Field Office was headed by an Assistant Director/Field Publicity Officer (FPO) belonging to the Indian Information Service (IIS), who was responsible for planning, supervising and implementing Government communication programmes. The FPA/TA posted in the Field Office assisted the Assistant Director/FPO in organizing field programmes, providing technical and logistical support, coordinating with the local administration and communities and ensuring the smooth conduct of outreach activities at the grassroots level.

11.3 However, many Field Offices are presently functioning without a regularly posted Assistant Director/FPO. In the absence of the Assistant Director/FPO, FPA/TA has been discharging not only the duties assigned to the cadre but also carrying out many functions that are normally performed by the Assistant Director/FPO, under the administrative control of the competent authority to ensure the effective implementation of Government outreach activities. The Committee noted that the role and responsibilities of the Field Publicity Cadre have expanded considerably over the years.

11.4 A major change took place with the establishment of the CBC on 08 December 2017 through the merger of the erstwhile DAVP, DFP and S&DD. After the merger, communication activities began to be planned and implemented in a more integrated manner using multiple communication platforms. Many of the activities for which the FPA/TA Cadre was originally created are no longer carried out in the same manner. The use of modern communication methods, digital platforms and social media has reduced the requirement for several of the technical functions that were earlier performed at the field level. As a result, the role of the FPAs/TAs has changed significantly. In addition to their existing duties, they are now assigned various communication and outreach activities by the Additional Director General (Region), including programmes relating to both CBC and PIB,

such as communication campaigns, public awareness programmes, exhibitions, documentation, reporting and coordination with the district administration and other local authorities.

11.5 In view of the above, the Committee recommends that the duties and responsibilities of the Field Publicity Cadre may be reviewed and revised to reflect its present role in the integrated set-up of the CBC. The revised duties should clearly define the functions and responsibilities of the cadre in accordance with the present and future communication requirements of the organisation.

11.6 The Committee also examined the existing Recruitment Rules and the DFP Manual to understand the original cadre structure of the erstwhile DFP. The examination revealed that the cadre was originally organized as a five-tier hierarchical structure, comprising the posts of Field Publicity Assistant (FPA), Technical Assistant (TA), Senior Technical Assistant (STA), Technical Officer (TO) and Senior Technical Officer (STO). The hierarchy was designed to provide a clear career progression while ensuring adequate technical, operational and field-level support for the planning and implementation of Government communication programmes through the Headquarters, Regional Offices and Field Publicity Units.

11.7 Over the years, the Field Publicity Cadre underwent several organizational changes. As part of these changes, a number of posts were abolished in this cadre from time to time, including the posts of STO and TO. As a result, the strength of the Field Publicity Cadre was gradually reduced to 171 posts, comprising 126 FPAs, 43 TAs and 2 STAs. These three posts continue to form the existing Cadre. Field Publicity Cadre has not undergone any comprehensive Cadre Review since its creation, despite the provisions contained in the DoP&T guidelines which prescribe that cadre review should normally be undertaken once every five years. As a result, the cadre structure has remained largely unchanged even though the functions, technology, communication methods and organizational requirements have undergone significant transformation over the years. The continued existence of an outdated cadre structure has resulted in stagnation, limited promotional opportunities, pay anomalies and sub-optimal utilization of available manpower.

11.8 The need for a comprehensive review of this Cadre has become more pronounced after the formation of CBC. The existing cadre structure was designed for the erstwhile DFP and no longer adequately meets the functional requirements of CBC. Since the organization has undergone significant changes in its structure, functions and communication methods, it has become necessary to review and restructure the Field Publicity Cadre in line with the present-day needs of the organization.

11.9 The present organizational structure of the Field Publicity Cadre is broadly the same as that of the erstwhile Directorate of Field Publicity (DFP). No major change has been made in the cadre structure after the formation of the CBC and the cadre continues to be governed by the existing Recruitment Rules. The existing cadre structure and sanctioned strength are shown below.

Table 11.1: Existing Cadre Structure

S. No.	Name of the post and Group Classification	Existing method of Recruitment as per RRs	Pay Level of the Post	Sanctioned Strength	In Position	Vacant
1.	Field Publicity Assistant (Group 'C')	50% by Direct Recruitment and 50% Promotion (failing which by Direct Recruitment)	Level - 5 (GP 2800)	126*	83	43
2.	Technical Assistant (Sound) (Group 'C')	Promotion from FPAs with 3 years regular service. (100% promotion f.w. by DR)	Level - 6 (GP 4200)	43	43	0
3.	Senior Technical Assistant (Group 'C')	Promotion from amongst TA (S) with 2 years regular service. (100% promotion f.w. by DR)	Level - 6 (GP 4200)	2	2	0
Total				171	128	43

(*) The Committee identified 27 vacant posts of FPA, which have remained vacant for more than five years and are deemed to have been abolished in terms of the Department of Expenditure O.M. dated 05.01.2024.

11.10 The existing promotional hierarchy of the Field Publicity Cadre provides only two levels of promotion, i.e., from FPA to TA and thereafter to Senior Technical Assistant (STA). Up to the Fifth Central Pay Commission, the posts of TA and STA carried separate pay scales of Rs.5,000–8,000 and Rs.5,500–9,000, respectively. However, after implementation of the recommendations of the Sixth Central Pay Commission, the pay scales of both the posts were merged and both were placed in the same Grade Pay of Rs.4,200 (presently Level-6 of the Pay Matrix). As a result, promotion from TA to STA does not provide any significant financial benefit, even though the post of STA carries higher duties and responsibilities. Further, the supervisory posts of Senior Technical Officer (STO) and Technical Officer (TO),

which were part of the original cadre structure, were abolished over a period of time. As a result, the existing cadre has only three levels, with limited promotional opportunities and no intermediate supervisory level.

Table 11.2: Existing manpower in ROs, FOs

S.No	Regional Office	No. of FOs under RO	FPA/TA/STA		
			S.S	I.P	
				FPA	TA/STA
1	CBC (HQ)	0	2	0	2
2	Vijayawada	7	5	3	0
3	Itanagar	5	5	3	2
4	Guwahati	5	8	5	1
5	Patna	6	8	5	1
6	Raipur	5	5	1	3
7	Ahmedabad	5	5	3	2
8	Chandigarh	9	10	6	1
9	Jammu	8	9	4	1
10	Ranchi	4	5	0	4
11	Bengaluru	7	8	5	1
12	T'puram	7	6	3	2
13	Bhopal	12	13	10	2
14	Pune	11	12	6	3
15	Imphal	6	8	5	1
16	Shillong	4	5	3	0
17	Bhubaneswar	7	8	4	1
18	Jaipur	7	12	4	4
19	Chennai	10	10	5	4
20	Hyderabad	3	3	1	2
21	Lucknow	12	10	1	2
22	Dehradun	3	4	2	2
23	Kolkata	4	5	2	2
24	Siliguri	3	5	2	2
Total		150	171	83	45

11.11 The prescribed promotional hierarchy under the existing Recruitment Rules is as follows:

Table 11.3: Promotion Hierarchy

2nd Promotion	(2) STA/Level-6	100% by promotion from amongst TA (Sound) with 2 years regular service in the grade, failing which by DR
1st Promotion	(43) TA/Level-6	100 % by promotion from amongst FPAs with 3 years regular service in the grade, failing which by DR (At present, the posts of FPA and TA are utilized interchangeably. 43 senior most FPAs have been promoted as TA on an "as is where is" basis)
Entry Level	(126) FPA/Level-5	50% by DR & 50% by promotion failing which by DR (from Group C/D employees of DFP) EQ/Essential: 1. Graduate, 2. Familiarity with operation of AV equipment Desirable: 1. Background of social work in villages and talks in regional languages. 2. Light motor vehicle driving license.

11.12 The Committee examined the existing organizational structure, functional responsibilities, deployment pattern and future requirements of the Field Publicity Cadre of erstwhile DFP in the light of the present communication system of the CBC. The Committee observed that the Field Publicity Cadre was originally created to support the field publicity activities of the erstwhile Directorate of Field Publicity (DFP). At that time, Government communication mainly relied on documentary film shows, mobile publicity campaigns, public address systems, projection equipment and other conventional audio-visual communication methods. Accordingly, the officials of the Field Publicity Cadre were responsible for operating and maintaining such equipment and providing the necessary operational and technical support during field publicity programmes. With the establishment of the CBC and the adoption of an integrated communication approach, the methods of Government communication have changed significantly. Communication programmes are now implemented through multiple communication platforms, including print, electronic, digital and social media, Integrated Communication and Outreach Programmes (ICOPs), exhibitions and other public outreach activities. As a result, several of the traditional technical functions of the Field Publicity Cadre, such as operation and maintenance of projection/AV equipment, documentary film shows and other conventional audio-visual activities, are no longer carried out in the manner they were originally envisaged.

11.13 The Committee observed that the Field Publicity Cadre has remained largely unchanged for a considerable period, despite significant changes in the organisational structure, communication strategies and functional requirements of the CBC. During this period, the cadre structure, sanctioned strength, Recruitment Rules and promotional hierarchy have not been comprehensively reviewed to align with the present-day needs of the organisation. The Committee also noted that the cadre offers very limited promotional opportunities, thereby adversely affecting the career progression of the existing employees. Further, it was observed that the officials of this cadre are presently discharging a wider range of duties than those originally prescribed, based on the operational requirements and instructions issued by the Headquarters and Regional Offices from time to time. However, these additional responsibilities have not been formally reflected in the Recruitment Rules or the prescribed duties of the cadre. The Committee is, therefore, of the view that the job profile of this cadre needs to be suitably updated to reflect the current functional requirements of CBC and to equip the cadre with the responsibilities necessary for effective field-level implementation of the organisation's communication programmes.

11.14 The Committee observed that following the integration of three erstwhile media units viz. DAVP, DFP and S&DD into CBC, there is a need to move away from the legacy cadre structure and adopt a unified approach to cadre management. Accordingly, the Committee examined the feasibility of creating a unified Technical Cadre by integrating the technical cadres of the erstwhile organisations to ensure better utilisation of technical manpower, Unified cadre management, uniform career progression and greater administrative efficiency. During this exercise, the Committee also examined whether the Field Publicity Cadre of the erstwhile DFP could be merged with the proposed unified Technical Cadre.

11.15 After careful examination, the Committee was of the view that such a merger would not be appropriate. The Committee observed that the Field Publicity Cadre of the erstwhile DFP was created to meet the operational requirements of field publicity activities. The officials of this cadre were primarily deployed in the field and were responsible for operating and maintaining projection equipment, public address systems and other conventional audio-visual equipment used during field publicity programmes. The Recruitment Rules for the cadre were framed keeping in view these operational requirements and prescribed the educational qualifications, technical skills and eligibility conditions necessary for the post. The existing incumbents of the cadre were recruited in accordance with these Recruitment Rules and possess the qualifications and competencies prescribed for discharging the operational responsibilities of the Field Publicity Cadre.

11.16 On the other hand, the technical cadres of the erstwhile DAVP were created to carry out specialised technical and creative work such as graphic design, printing, audio-visual production, exhibition work and other media planning activities. The Recruitment Rules for these cadres prescribe educational qualifications and technical skills required for these specialised functions and the existing officials have been recruited accordingly. These officials are mainly engaged in technical and creative work, which is largely performed at Headquarters. Similarly, the Programme Cadre of the erstwhile S&DD was created to plan, organise and supervise cultural communication programmes through Staff Artists. The Programme Officers of S&DD possess knowledge and experience in music, dance, drama and other performing arts, which enables them to guide and supervise cultural performances and ensure their quality. The Recruitment Rules for this cadre also prescribe qualifications and experience suitable for these responsibilities and the existing officers have been recruited on that basis.

11.17 In view of the above, the Committee concluded that the Field Publicity Cadre of the erstwhile DFP should not be merged with the proposed unified Advertising Cadre, as the two cadres differ significantly in their functional responsibilities, educational qualifications, skill requirements and deployment pattern. Accordingly, the Committee was of the view that the Field Publicity Cadre should continue as a separate cadre. However, the Committee observed that certain posts in the Exhibition Cadre of the erstwhile DAVP perform functions similar to those of the Field Publicity Cadre and are also at the same entry level, i.e., Level-5. The Committee further noted that 16 sanctioned posts in different grades of the Exhibition Cadre are proposed to be merged with the Field Publicity Cadre. Out of these, 10 posts are presently filled and 06 posts are vacant. Hence, the Committee recommends that these posts may be merged with the Field Publicity Cadre to strengthen the cadre, ensure better utilisation of available manpower and provide improved promotional opportunities to the existing employees. Considering the expanded role of the cadre after the formation of CBC, where officials are engaged in integrated communication, public outreach, media coordination and awareness activities rather than conventional field publicity alone, the Committee further recommends that the Field Publicity Cadre may be re-designated as the **"Public Communication Cadre"**. The proposed nomenclature more appropriately reflects the present and future role of the cadre within the integrated organisational framework of CBC. The details of the posts proposed to be merged with the Public Communication Cadre are given in Table 11.4 below.

Table 11.4: Posts proposed to be merged with Public Communication Cadre

S. No	Name of Post	Sanctioned Posts	In position	Vacant
1	Projectionist	13 (03 at HQ; 01 each at Shillong, Dehradun, Hyderabad, Kolkata, Guwahati, Lucknow, Chandigarh, Jaipur, Ahmedabad & Port Blair)	8 (03 at HQ; 01 each at Shillong, Dehradun, Hyderabad, Chandigarh, & Lucknow)	5 (01 each at Kolkata, Ahmedabad, Guwahati, Jaipur & Port Blair)
2	Junior Technical Assistant (Metallic)	1 (at HQ)	0	1 (at HQ)
3	Junior Technical Assistant (Silk Screen Printing)	1 (at Chennai)	1 (at Chennai)	0
4	Junior Technical Assistant (Exhibition)	1 (at HQ)	1 (at HQ)	0
Total		16	10	06

11.18 The Committee observed that the promotional hierarchy of the Field Publicity Cadre has gradually weakened over the years due to the abolition and reduction of posts at different levels. Earlier, the cadre had a well-defined promotional hierarchy comprising the posts of Technical Assistant (TA), Senior Technical Assistant (STA), Technical Officer (TO) and Senior Technical Officer (STO). However, during various organisational restructuring exercises, the single posts of TO and STO were abolished. At the same time, the sanctioned strength of TA was reduced from 100 to 43 posts and STA from 13 to only 02 posts. As a result, the promotional opportunities available to the employees have become extremely limited. At present, STA is the highest post in the Field Publicity Cadre and only 02 posts are available for the entire cadre. The Committee also observed that both the posts of TA and STA are placed in Level-6 of the Pay Matrix. Although promotion from TA to STA involves higher responsibilities, it does not provide any financial benefit as both posts carry the same pay level. The Committee noted that the abolition of higher posts, reduction in the number of promotional posts and the absence of a higher pay level have resulted in severe stagnation in the cadre. The Committee is, therefore, of the view that the Field Publicity Cadre should be suitably restructured by strengthening the promotional hierarchy, increasing promotional opportunities and providing appropriate higher-level posts, so as to ensure better career progression and improve the overall effectiveness of the cadre.

11.19 Accordingly, the Committee recommends restructuring the promotional hierarchy of the Public Communication Cadre (erstwhile Field Publicity Cadre) to provide better career progression for the existing employees. As part of the restructuring, the strength of the Technical Assistant grade may be increased from 43 to 48 posts in Level-6 of the Pay Matrix. The existing 02 posts of Senior Technical Assistant may be increased to 20 and upgraded from Level-6 to Level-7 of the Pay Matrix. The Committee further recommends the creation of 03 posts of Public Communication Officer (PCO) in Level-8 to provide an additional promotional level within the cadre. After the proposed merger of 16 posts from the Exhibition Cadre, the total strength of the entry-level post (Level-5) in the cadre would increase to 142 posts. The Committee observed that only 96 posts at entry level would be sufficient to meet the functional requirements of the cadre. Accordingly, it recommends retaining 96 posts at the entry level. The remaining 46 posts in Level-5 (142 – 96) are not required for the functional requirements of the cadre. These 46 surplus Level-5 posts may, therefore, be surrendered and utilised for creation of higher promotional posts in the cadre.

11.20 The Committee further observed that the existing nomenclature of the posts in the Public Communication Cadre is inherited from the erstwhile department and does not adequately reflect the present organisational structure, functions and mandate of the CBC. Since the role of the cadre has evolved in line with the communication and outreach responsibilities of CBC, it is considered necessary to revise the existing designations so that they are aligned with the current nature of duties and responsibilities and present a uniform identity across the organisation. Accordingly, the Committee recommends that the existing post designations in the Field Publicity Cadre may be revised and re-designated as indicated below.

Table 11.5: Proposed Nomenclature

Existing Designation	Proposed Designation
Field Publicity Assistant (FPA)	Public Communication Assistant (PCA)
Technical Assistant (TA)	Public Communication Executive (PCE)
Senior Technical Assistant (STA)	Assistant Public Communication Officer (APCO)
-	Public Communication Officer (PCO) Newly created

11.21 The Committee further recommends that the entry-level post of FPA, proposed to be re-designated as Public Communication Assistant (PCA), may be filled through 85% Direct Recruitment and 15% Limited Departmental Competitive Examination (LDCE). Both Direct Recruitment and LDCE should be conducted centrally by the Headquarters through a recognized recruiting agency such as SSC, NTA or any other Government agency. All eligible CBC employees possessing the prescribed educational qualifications and three years of regular service shall be eligible to appear in the LDCE.

11.22 The present system of recruitment to the post of FPA is no longer suitable for the current requirements of the cadre. At present, recruitment is carried out separately by the Regional Heads in their respective regions, resulting in different recruitment practices across the organization. As a result, there is no uniform recruitment process across the organization. The existing Recruitment Rules also provide for selection through interview only and do not include a written competitive examination. The Committee is of the view that recruitment to a Level-5 post should be based on a fair, transparent and competitive selection process so that candidates with the required knowledge, communication skills and aptitude are selected. This is particularly important when recruitment to an entry-level post like MTS (Level-1) is conducted through a nationwide written examination by the SSC. Therefore, recruitment to a higher Level-5 post through interview alone is not appropriate. Similarly, the existing promotional quota from MTS, Drivers and other Group 'C' employees does not always ensure the availability of candidates with the skills and competencies required for the changing role of the Public Communication Cadre. In view of these factors, the Committee recommends that the existing system of region-wise recruitment should be discontinued and that recruitment to the proposed post of Public Communication Assistant (PCA), whether through Direct Recruitment or LDCE, should be conducted centrally by the Headquarters through a recognised recruiting agency. A centralized recruitment process will ensure a Unified and transparent system of recruitment across the organization.

11.23 Based on the above recommendations, the Committee proposes the following revised cadre structure for the Public Communication Cadre:

Table 11.6: Proposed Structure of the Cadre

S. No	Existing posts merged/ subsumed into proposed post	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/ decrease
1	New post	Public Communication Officer (PCO)	Level-8/ Group 'B' Gazetted	00	03	(+) 03
2	Senior Technical Assistant (S)	Assistant Public Communication Officer (APCO)	Level-7/ Group 'B' N-Gazetted	02	20	(+) 18
3	Technical Assistant (S)	Public Communication Executive (PCE)	Level-6/ Group 'B' N-Gazetted	43	48	(+) 05
4	Field Publicity Assistant, Projectionist, Junior Technical Assistant (Metallic), Junior Technical Assistant (SSP) & Junior Technical Assistant (Exh.)	Public Communication Assistant (PCA)	Level-5/ Group 'C'	142	96	(-) 46
			Total	187	167	(-) 20

11.24 Based on the above recommendations, the Committee proposes a revised cadre structure for the Public Communication Cadre consisting of four levels, namely Public Communication Assistant (PCA) in Level-5, Public Communication Executive (PCE) in Level-6, Assistant Public Communication Officer (APCO) in Level-7 and Public Communication Officer (PCO) in Level-8. The revised structure has been designed to strengthen the promotional hierarchy, improve career progression and align the cadre with the present and future functional requirements of CBC.

11.25 The Committee is of the view that the proposed restructuring would rationalise the cadre and make better use of the available posts. The surplus posts at the entry level may be surrendered and the resultant savings may be utilised for strengthening the higher promotional levels of the cadre. This would provide better promotional opportunities to the existing employees, reduce stagnation and ensure a clear career progression within the cadre. The Committee further recommends that the strength of posts at different levels may be kept in accordance with the functional requirements of CBC. The proposed structure would provide a balanced promotional hierarchy while avoiding retention of posts which are not required at the entry level. The overall sanctioned strength of the cadre under the revised structure would be 167 posts, which is considered adequate for the present and future functional requirements of CBC. The classification of the existing Technical Assistant (Sound) and Senior Technical Assistant (Sound) posts is also proposed to be changed from Group 'C' to Group 'B', Non-Gazetted, in accordance with the applicable DoPT guidelines. The proposed restructuring would thus ensure optimum utilisation of manpower, better career progression and a more rational cadre structure without any unnecessary increase in the overall sanctioned strength.

11.26 The sanctioned strength of FPA grade was 153 posts, in accordance with CBC (erstwhile DFP) vide Office Order No. A-12020/16/2017-Admn, dated 04.07.2017. Out of these, 83 posts are presently occupied and 70 posts are vacant. As per the latest information received from the Regional Offices, 27 out of 70 vacant posts have already been abolished in accordance with the instructions issued by the Department of Expenditure vide Office Memorandum No.7(1)/E.Coord-I/2017, dated 05.01.2024, as these posts had remained vacant for more than five years. As a result, the live sanctioned strength of the FPA grade now stands at 126 posts.

11.27 The Committee is of the view that the revised nomenclature will establish a clear and progressive hierarchy within the Field Publicity Cadre and bring it in line with the cadre structure proposed for the CBC. The proposed designations also reflect the increasing level of responsibilities at each stage of the career progression. In addition, the Committee recommends the creation of the post of Public Communication Officer (PCO) at Level-8 as the next promotional grade above Assistant Public Communication Officer (APCO) to provide a structured promotional avenue and strengthen the supervisory and communication functions of the cadre.

11.28 The proposed posts have been distributed in accordance with the proposed organizational structure of CBC under CBMC, comprising 30 State Offices and 72 Branch Offices. The details are given in the table below.

Table 11.7: Proposed Distribution of posts in SOs and BOs

Sl. No	Office	No. of Offices	Public Communication Assistant (PCA)	Public Communication Executive (PCE)	Assistant Public Communication Officer (APCO)	Public Communication Officer (PCO)	Total Posts
1	State Offices (SOs)	30	20	48	18	0	86
2	Branch Offices (BOs)	72	72	0	0	0	72
3	HQ	1	4	0	2	3	9
	Total	103	96	48	20	03	167

Table 11.8: Proposed Distribution of posts in SOs and BOs

State/UT	State Office (SO)	No. of BOs under SO	PCA (L-5)	PCE (L-6)	APCO (L-7)	PCO (L-8)	Total Posts
New Delhi	CBC (HQ)	0	4	0	2	3	9
Andhra Pradesh	Vijaywada	3	3	2	1	0	6
Arunachal Pradesh	Itanagar	1	2	1	0	0	3
Assam	Guwahati	3	3	2	1	0	6
Bihar	Patna	3	3	2	1	0	6
Chhattisgarh	Raipur	3	3	2	1	0	6
Goa	Panaji	0	1	1	0	0	2
Gujarat	Ahmedabad	4	5	2	1	0	8
Haryana	Chandigarh	5	6	2	1	0	9
Punjab							
Himachal Pradesh	Shimla	1	2	1	0	0	3
Jammu & Kashmir	Srinagar	1	2	1	0	0	3
Jharkhand	Ranchi	3	3	2	1	0	6
Karnataka	Bengaluru	5	6	2	1	0	9
Kerala	T'puram	3	3	2	1	0	6
Lakshadweep							
Ladakh	Leh	1	2	1	0	0	3

State/UT	State Office (SO)	No. of BOs under SO	PCA (L-5)	PCE (L-6)	APCO (L-7)	PCO (L-8)	Total Posts
Madhya Pradesh	Bhopal	4	5	2	1	0	8
Maharashtra	Mumbai	5	6	2	1	0	9
Manipur	Imphal	1	2	1	0	0	3
Meghalaya	Shillong	1	2	1	0	0	3
Mizoram	Aizawl	0	1	1	0	0	2
Nagaland	Kohima	0	1	1	0	0	2
Odisha	Bhubaneswar	3	3	2	1	0	6
Puducherry	Puducherry	0	1	1	0	0	2
Rajasthan	Jaipur	5	6	2	1	0	9
Sikkim	Gangtok	0	1	1	0	0	2
Tamil Nadu	Chennai	4	5	2	1	0	8
Andaman & Nicobar							
Telangana	Hyderabad	3	3	2	1	0	6
Tripura	Agartala	0	1	1	0	0	2
Uttar Pradesh	Lucknow	5	6	2	1	0	9
Uttarakhand	Dehradun	2	2	2	1	0	5
West Bengal	Kolkata	3	3	2	1	0	6
Total		72	96	48	20	03	167

11.29 The Committee observed that the CBC does not have a structured training framework for the Public Communication Cadre (erstwhile Field Publicity Cadre). At present, newly recruited officials are not provided with a structured induction training programme to equip them with the knowledge and skills required for effective implementation of Government communication and public outreach programmes at the grassroots level. Similarly, officials promoted to higher grades are not imparted any structured in-service or promotional training before assuming higher responsibilities. Consequently, they are required to discharge their duties without adequate exposure to the evolving communication landscape, Government communication strategies, media management, digital outreach other functional aspects relevant to their assignments.

11.30 The Committee is, therefore, of the view that CBC should formulate a comprehensive Training Framework for the Public Communication Cadre. The framework should prescribe induction training for direct recruits, refresher and capacity-building programmes for serving officials and mandatory promotional training for officials moving to higher grades. It should also specify the type of training, training objectives, duration, periodicity, designated training institutions and other implementation guidelines. The Committee further recommends that successful completion of the prescribed promotional training should be made a mandatory condition for promotion to the next higher grade, so as to ensure continuous capacity building, professional competence and effective discharge of responsibilities at every level of the cadre.

CHAPTER –12

Review and Recommendations for Advertising Cadre (erstwhile Advertising & Outdoor Publicity)

12.1 The Committee carried out a detailed examination of the technical cadres inherited from the erstwhile media units to assess their present organisational relevance and future functional requirements in the CBC. The examination included the existing cadre structure, Recruitment Rules, duties and responsibilities and deployment pattern of these cadres. The Committee observed that most of these cadres were created several decades ago to meet the requirements of different media and specialised functions of the erstwhile organisations. Since then, no comprehensive Cadre Review has been undertaken to assess whether the existing cadre structure continues to meet the present functional requirements of the organisation or whether cadres performing similar functions could be integrated. The Committee further observed that with the formation of CBC, Government communication is now planned and implemented through an integrated approach. Consequently, the distinction between a numbers of technical cadres has gradually reduced. Officers belonging to Advertising, selected posts of the Mass Mailing Cadre and Outdoor Publicity Cadres are presently engaged in various activities relating to Government advertising, media management, publicity campaigns, publication, vendor coordination and other communication-related functions. The Committee also observed that these cadres now perform complementary functions and can be managed under a Unified organisational framework without affecting the efficiency of the organisation. Accordingly, the Committee recommends the integration of the Advertising Cadre, the Outdoor Publicity Cadre and the identified technical posts of the Mass Mailing Cadre into a **Unified Advertising Cadre** to create a balanced, function-oriented and future-ready organisational structure. The Committee further recommends that one post of Technical Assistant (Audio Visual Equipment) from the Exhibition Cadre may also be merged into the Unified Advertising Cadre at the appropriate level.

12.2 The Committee also examined the possibility of integrating the remaining technical cadres (Printed Publicity, Art Studio cadres) with the proposed Unified Advertising Cadre. However, it was observed that certain technical cadres continue to perform specialised functions requiring distinct technical knowledge, skills and domain expertise. Their duties and responsibilities are substantially different from those relating to Government advertising, media management and publicity operations. The Committee is, therefore, of the view that merging such cadres with the proposed Unified Advertising Cadre would not be functionally appropriate and may adversely affect the efficient discharge of their specialised responsibilities. Accordingly, only those technical cadres whose functions have substantially converged with the advertising and media-related activities of CBC have been considered for merger under the proposed Unified Advertising Cadre, while the remaining specialised technical cadres should continue as separate cadres or to be considered for

merger with other appropriate cadres, wherever their functional responsibilities are found to be similar and such merger is administratively feasible.

12.3 Based on the above observations, the Committee recommends the creation of a Unified Advertising Cadre in CBC by integrating those technical cadres and posts performing similar or closely related functions in the field of Government advertising, media management, publicity campaigns, publication, vendor coordination and other communication-related activities. The proposed integration is intended to rationalise the existing cadre structure, eliminate duplication of similar cadres and establish a unified framework for cadre management. The Committee is of the view that the proposed Unified Advertising Cadre will facilitate better utilisation of manpower, provide greater flexibility in deployment, ensure uniform career progression and simplify cadre administration. The details of the cadres and posts proposed for merger into the Unified Advertising Cadre are given in **Table 12.1**.

Table 12.1: Posts proposed for merger into Unified Advertising Cadre

Cadre	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Advertising (DAVP)	1	Assistant Media Executive	Level-7	Group 'B' Gazetted	5	5	0
	2	Technical Assistant (Advertising)	Level-6	Group 'B' N-Gazetted	5	1	4
Outdoor Publicity (DAVP)	3	Assistant Production Manager	Level-7	Group 'B' Gazetted	1	1	0
Mass Mailing (DAVP)	4	Assistant Distribution Officer	Level-7	Group 'B' Gazetted	1	0	1
	5	Distribution Assistant	Level-6	Group 'B' N-Gazetted	1	1	0
	6	Technical Assistant (Audience Research)	Level-6	Group 'B' N-Gazetted	3	3	0
	7	Junior Technical Assistant (Coder)	Level-5	Group 'C'	5	5	0
Programme Officer (S&DD)	8	Assistant Director (Prog.)	Level-8	Group 'B' Gazetted	1	1	0

Cadre	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Exhibition (DAVP)	9	Technical Assistant (Audio Visual Equipment)	Level-6	Group 'B' N-Gazetted	1	1	0
Total					23	18	5

12.4 The Committee noted that all the remaining serving officers from Programme Officer Cadre of the erstwhile S&DD are covered under the pay anomaly cases and fall within the scope of the directions of the Hon'ble Courts relating to the removal of pay anomalies. Accordingly, these officers have been proposed to be retained as a Legacy Cadre (Isolated Block), as recommended in Chapter 16 of this Report. However, the post of Assistant Director (Programme) at Sl. No. 8 of Table 12.1 is held by one serving officer who is not covered under the pay anomaly cases. Since retaining a single post as a separate cadre is not administratively feasible, the Committee recommends its merger with the corresponding post in the proposed Unified Advertising Cadre.

12.5 The Committee examined the evolution of the functional responsibilities of the cadres proposed for merger and identified the factors which justify their integration into the proposed Unified Advertising Cadre. The cadre-wise functional justification for the proposed merger is given in **Table 12.2**.

Table 12.2: Functional justification for merger into the Unified Advertising Cadre

Cadre	Original Functional Role	Present Functional Position	Committee's Justification for Merger
Advertising Cadre	The cadre was responsible for planning, processing and releasing Government print advertisements, managing newspaper empanelment, and coordinating with print media to ensure the effective publication of Government advertisements.	Advertisement management is now largely undertaken through integrated digital workflow systems. The cadre is responsible for media planning, advertisement processing, implementation of Government advertisement policies, empanelment of publications, scrutiny of advertisement proposals and coordination with media agencies.	The Committee observed that the functions of the cadre have expanded beyond traditional advertisement processing and now form the core of Government advertising and media management in CBC. These activities require continuous coordination with publications, media planning and campaign implementation functions.

Draft Cadre Review Proposal for Group 'B' & 'C' posts of CBC

Cadre	Original Functional Role	Present Functional Position	Committee's Justification for Merger
			Integration into a Unified Advertising Cadre will improve coordination, facilitate optimum utilisation of manpower and establish a unified framework for managing Government advertising activities.
Mass Mailing Cadre	The cadre was originally established for large-scale printing, packing and physical distribution of Government publicity material through postal and other conventional distribution systems.	With the widespread use of electronic publications, digital communication platforms and online dissemination systems, conventional mailing activities have substantially reduced. The cadre is now mainly engaged in publication logistics, inventory management, warehouse operations, dispatch planning, record management and coordination with distribution agencies.	The Committee observed that the original purpose of maintaining a separate Mass Mailing Cadre has considerably diminished. The present functions are primarily related to publication management and communication support activities, which complement Government advertising and publicity operations. Integration with the Unified Advertising Cadre will enable better utilisation of available manpower and simplify cadre management without affecting operational efficiency.
Outdoor Publicity Cadre	The cadre was responsible for planning, production and execution of conventional outdoor publicity campaigns through hoardings, display boards, kiosks and other outdoor publicity media.	The scope of work has expanded significantly with the introduction of Digital Out-of-Home (DOOH) media, transit media, metro branding, airport media and other integrated outdoor communication platforms. The cadre is now engaged in strategic media planning, vendor empanelment, rate fixation, contract management, campaign monitoring, quality assurance and financial scrutiny.	The Committee observed that the cadre has evolved from a conventional outdoor publicity unit into an integrated media management function closely associated with Government advertising and campaign implementation. This integration under a Unified Advertising Cadre will improve coordination, strengthen campaign planning and ensure more efficient utilisation of resources.

12.6 While formulating the proposed structure of the Unified Advertising Cadre, the Committee has adopted the principle of integrating posts performing similar functions at their corresponding pay levels, as far as practicable. This approach preserves the existing hierarchy while creating a unified cadre structure for advertising-related functions in CBC.

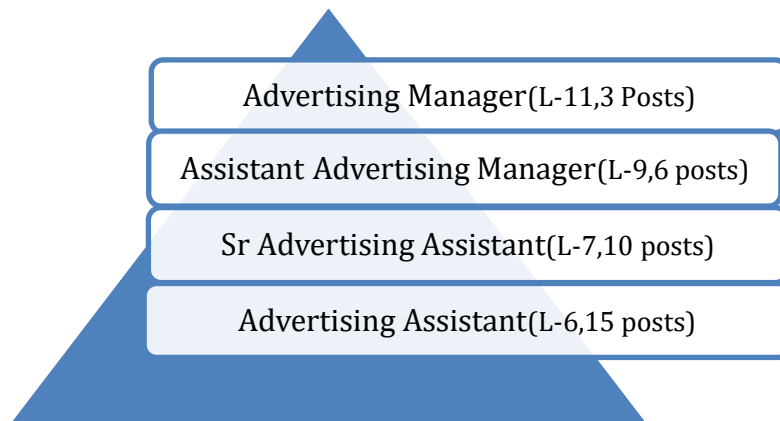
The Committee also observed that the existing strength of the Advertising Cadre is inadequate to meet the present functional requirements of CBC. Owing to the shortage of cadre personnel, officers are largely engaged in managing conventional print advertising, outdoor and related functions, with no deployment in the Audio-Visual and Digital Media Wings. The Committee noted that Government communication has undergone a significant transformation in recent years, with increasing emphasis on digital platforms. The workload in these emerging communication domains has grown manifold; however, the cadre strength has remained unchanged as no comprehensive cadre review has been undertaken for several decades. Consequently, the human resource requirements of these newly evolved functional areas have not been adequately assessed or provided for. The Committee is, therefore, of the view that the cadre strength should be enhanced to cater to the expanding communication responsibilities of CBC. Accordingly, it recommends increasing the sanctioned strength of the Unified Advertising Cadre to **31 posts**, enabling deployment of dedicated officers in the Audio-Visual and Digital Media Wings while continuing to effectively manage print, outdoor and exhibition-related functions. The proposed grade-wise structure is given in Table 12.3 below.

Table 12.3: Proposed structure of the Unified Advertising Cadre

S. No	Existing posts merged/ subsumed into proposed post (Table 12.1 Sl. No)	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/ decrease
1	Sl. No.8	Assistant Advertising Manager	Level-9/ Group 'B' Gazetted	1	6	(+) 5
2	Sl. No.1,3 & 4	Senior Advertising Assistant	Level-7/ Group 'B' Gazetted	7	10	(+) 3
3	Sl. No.2, 5, 6, 7 & 9	Advertising Assistant	Level-6/ Group 'B' N-Gazetted	15	16	(+) 1
			Total Posts	23	32	(+) 9

12.7 It is pertinent to mention that the proposed integrated structure includes three Group 'A' posts at Pay Level-11, comprising two posts of Media Executive and one post of Production Manager. The Committee recommends that the Ministry consider retaining these three posts in the proposed Unified Advertising Cadre and redesignating them as **Advertising Managers**, thereby ensuring uniformity in nomenclature and seamless integration within the unified cadre structure.

Figure 12.1



As the Ministry of Information & Broadcasting is the competent authority for cadre review and restructuring of Group 'A' posts, the Committee has not made any recommendation regarding their sanctioned strength. The number and distribution of these posts may be decided by the Ministry, in accordance with DoPT guidelines, to establish a complete and integrated hierarchy for the proposed Unified Advertising Cadre.

12.8 During the review of the Mass Mailing Cadre, the Committee noticed that the post of Junior Technical Assistant (Coder) at Sl. No. 7 of Table 12.1 is presently placed in Pay Level-5. It was also noted that 5th Central Pay Commission had recommended the merger of this post with the post of Distribution Assistant and placement of the merged post in the higher pay scale of Rs.1,600–2,660, which now corresponds to Pay Level-6. The Commission had also recommended amendment of the Recruitment Rules to implement this change. However, these recommendations were not implemented and the Recruitment Rules were never revised. As a result, the post of Junior Technical Assistant (Coder) continued in Pay Level-5 instead of Pay Level-6. In order to implement the long-pending recommendation of 5th CPC and to facilitate the creation of the proposed Unified Advertising Cadre, the Committee has recommended the upgradation of the post of Junior Technical Assistant (Coder) from Pay Level-5 to Pay Level-6 and its merger with the proposed Advertising Assistant grade.

12.9 Further, the Committee noticed that all the existing cadre posts are presently concentrated at the Headquarters and no cadre posts are available in the Regional Offices. As a result, when any campaign or publicity-related work arises at the regional level, it has to be handled through the Headquarters, leading to additional workload at the Headquarters and delays in disposal of work. The Committee further noted that under the proposed organisational structure, the number of Regional Offices has increased from 23 to 30 State Offices, resulting in greater functional requirements at the field level. In view of these changes, the Committee has proposed to increase the cadre strength from 22 to 31 posts and provide suitable posts for deployment in the State Offices.

12.10 Under the existing hierarchy, officers in Pay Level-7 are promoted directly to Pay Level-11, resulting in a gap of four pay levels. Such a wide gap is not conducive to a balanced promotional hierarchy and leads to stagnation, particularly as only a few posts are available in Pay Level-11. Consequently, officers in Pay Level-7 have to wait for a long period for their next promotion. To address this issue, the Committee has proposed an intermediate promotional grade of Assistant Advertising Manager in Pay Level-9. Accordingly, 06 posts have been proposed in this grade. Out of these, 01 post has been created by upgrading the existing Assistant Director (Programme) of the erstwhile S&DD from Pay Level-8 to Pay Level-9 and merging it into the proposed Unified Advertising Cadre. Since the existing incumbent has already been granted Pay Level-9 under the MACP Scheme, this upgradation will not involve any additional financial implication. The remaining 05 posts have been created to strengthen the proposed cadre structure. Of these, 03 posts have been proposed for deployment at the Headquarters to strengthen planning, coordination and monitoring of advertising activities. The remaining 2 newly created posts have been proposed for deployment in the State Offices to provide the required supervisory support for advertising and related activities at the regional level.

12.11 03 additional posts of Senior Advertising Assistant has been proposed by the Committee, thereby increasing the strength from 07 to 10 posts. The existing integrated strength of 07 posts is not adequate to meet the increased workload at the Headquarters after the integration of the erstwhile media units into CBC. In the absence of adequate officers, dual charge arrangements are frequently required for day-to-day work. The proposed additional post will help ensure the smooth and efficient functioning of advertising activities at the Headquarters.

12.12 The Committee has proposed the distribution of posts in the Unified Advertising Cadre keeping in view the proposed organisational structure of CBC comprising the Headquarters, 30 State Offices and 72 Branch Offices. The proposed distribution of posts is given in Table 12.4.

Table 12.4: Proposed distribution of posts in Unified Advertising Cadre

Sl. No.	Designation	Pay Level	Proposed Strength	Headquarters/ State Offices (30)
1	Assistant Advertising Manager	Level-9/ Group 'B' Gazetted	6	6
2	Senior Advertising Assistant	Level-7/ Group 'B' Gazetted	10	10
3	Advertising Assistant	Level-6/ Group 'B' N-Gazetted	16	16
		Total	32	32

(*)These posts shall be deployed in any of 30 State Offices or Headquarters on a rotation basis, depending upon the functional requirements and workload, at the discretion of the Director General, CBC.

All-India Transfer Liability

The Committee endorses the recommendation of the ISTM Consultancy Team that All-India Transfer Liability shall continue as an integral feature of the proposed Unified Advertising Cadre. The Committee observed that the unified cadre would support communication activities across Headquarters, Regional Offices and field formations. Accordingly, officers should be deployable anywhere in India based on functional requirements, organisational priorities and administrative exigencies.

The Committee is of the view that a common transfer policy will facilitate optimum utilisation of specialised technical manpower, promote cross-functional experience and strengthen implementation of Government communication programmes throughout the country.

Recruitment Planning

The Committee examined the recruitment framework proposed by the ISTM Consultancy Team and observed that the success of the proposed Unified Advertising Cadre would depend upon a modern, competency-based recruitment system capable of meeting the evolving communication requirements of the Central Bureau of Communication (CBC). The Committee noted that Government communication has progressively shifted from media-specific operations to integrated campaign planning requiring multidisciplinary competencies in advertising, media planning, communication strategy and digital outreach. Accordingly, the Committee recommends comprehensive revision of the Recruitment Rules to align them with the functional requirements of the proposed unified cadre.

The Committee recommends that direct recruitment should be made only at the feeder grade of Advertising Assistant (Pay Level 6). All higher positions in the cadre should be filled through promotion on the principle of seniority-cum-fitness (non-selection), subject to the availability of vacancies and completion of the prescribed training requirements, qualifying years of service etc. Such a recruitment framework would ensure continuity of institutional knowledge, provide adequate promotional opportunities and create a balanced career progression pathway within the unified cadre.

Table 12.5: Proposed Broad Recruitment Framework for the Unified Advertising Cadre

Particular	Committee Recommendation
Entry Level Post	Advertising Assistant
Pay Level	Level 6
Mode of Recruitment	Direct Recruitment
Promotion	Seniority-cum-Fitness (Non-Selection)
Educational Qualification	Degree/Postgraduate Diploma in Advertising & Public Relations, Advertising & Marketing Communication, Digital Marketing.
Professional Experience	Minimum two years in media, publicity or communication-related organisations

Training and Capacity Building

The Committee examined the recommendations of the ISTM Consultancy Team relating to capacity building of the proposed Unified Advertising Cadre and broadly concurred with the suggested approach. The Committee observed that the rapidly evolving media and communication landscape necessitates continuous upgradation of professional competencies in order to effectively manage Government advertising, outdoor publicity, exhibitions, publication logistics and emerging communication platforms.

The Committee recommends that CBC formulate a comprehensive Cadre Training and Competency Development Plan covering all career stages. The Committee further endorses the ICT's recommendation that multidisciplinary competencies should be developed through structured cross-functional training and rotational exposure across different wings of CBC. Such an approach would enable officers to effectively perform diverse technical and operational responsibilities within the Unified Advertising Cadre while strengthening organisational flexibility and institutional resilience.

CHAPTER –13

Review and Recommendations for Design Cadre (erstwhile Art Studio)

13.1 The Design Cadre (erstwhile Art Studio) is a specialised professional cadre of the CBC. The cadre originated in the erstwhile DAVP to provide professional support in the conceptualisation, design and production of publicity material required for Government communication. After the formation of CBC, the cadre has continued to function as a Unified cadre serving both CBC and Directorate of Publications Division (DPD).

13.2 The Design Cadre constitutes the in-house creative resource of CBC. The cadre performs specialised functions relating to graphic design, visual communication, publication design, exhibition design, branding and development of creative material for Government communication campaigns. It also provides professional support in the preparation of campaign creatives, illustrations, infographics, publicity material and other communication products required by different Divisions of CBC. The availability of an in-house creative cadre enables the organisation to maintain quality, confidentiality, consistency and timely delivery of communication material.

13.3 At present, the Design Cadre is largely concentrated at the Headquarters, with only one post of Senior Artist located in the Regional Office, Chennai. As a result, the Regional Offices have limited access to in-house creative support and depend largely on the Headquarters for design-related work. The Committee noted that the availability of specialised creative personnel at the regional level is essential for meeting the communication requirements of CBC and ensuring timely execution of publicity and communication activities.

13.4 The Committee examined the nature of work and responsibilities performed by the Design Cadre and found that the cadre performs specialised professional functions requiring specific knowledge, technical skills and creative expertise. These functions require specialised educational qualifications, professional experience and practical knowledge and are distinct from the functions performed by other technical cadres. The Committee further noted that these specialised functions cannot be treated as interchangeable with general technical duties. Officers belonging to other technical cadres may not possess the professional qualifications, creative aptitude or practical experience required to perform these functions effectively. Any arrangement that treats these specialised functions at par with general technical activities may adversely affect the quality, consistency and professional standards of Government communication. The Committee, therefore, recommends that the Design Cadre should continue as a separate specialised cadre. Retaining the cadre as a distinct stream will preserve specialised expertise, ensure continuity of professional work and strengthen the in-house creative and design capabilities of CBC.

13.5 The Committee noted that the Design Cadre is a Unified cadre serving both the CBC and the Directorate of Publications Division (DPD). The cadre is governed by a Unified set of Recruitment Rules, and the posts sanctioned in both organisations together constitute a single cadre. Although the sanctioned strength is distributed separately between CBC and DPD based on their functional requirements, the cadre is administered as a unified cadre with Unified eligibility conditions, promotional hierarchy and service provisions. The Committee reviewed the existing hierarchical structure and distribution of posts in the Design Cadre to assess its adequacy in meeting the functional requirements of both organisations. The existing cadre comprises three grades with a total sanctioned strength of 20 posts, of which 19 posts are under CBC and 01 post is under DPD. The grade-wise distribution of sanctioned posts, along with the number of posts in position and vacant, is given in Table 13.1.

Table 13.1: Existing structure Design Cadre

S. No	Name of post	Pay Level	Group	Sanctioned posts		In-position	Vacant
				CBC	DPD		
1	Senior Artist	Level-7	Group 'B' Gazetted	14	1	7	8
2	Technical Assistant (Model)	Level-6	Group 'B' N-Gazetted	3	0	2	1
3	Production Assistant	Level-5	Group 'C'	2	0	1	1
			Total	19	1	10	10

13.6 The Committee noted that the existing cadre structure comprises four Group 'A' posts of **Art Executive** in Pay Level-11 and one apex-level post of **Chief Exhibition Officer** in Pay Level-12, which is presently shared between the Design Cadre and the Exhibition Cadre. The Committee is of the view that the Design Cadre requires dedicated professional leadership at the apex level. Accordingly, it recommends that the Ministry may consider earmarking the post of **Chief Exhibition Officer**, upon its falling vacant (the present incumbent belongs to the Exhibition Cadre), exclusively for the Design Cadre and redesignating it as **Principal Designer**. The Committee further recommends that the existing posts of **Art Executive** may be redesignated as **Lead Designer** to align the nomenclature with the proposed cadre hierarchy and reflect the contemporary functional responsibilities of the cadre. As the Ministry of Information & Broadcasting is the competent authority for cadre review and restructuring of Group 'A' posts, the Committee has not made any recommendation regarding their sanctioned strength. The number and distribution of these posts may be decided by the Ministry in accordance with DoPT guidelines so as to establish a complete and integrated hierarchical structure for the proposed **Design Cadre**.

13.7 The Committee has proposed a revised cadre structure for the Design Cadre with a view to strengthening the cadre at both the Headquarters and Regional Offices. The proposed structure aims to ensure the availability of specialised creative personnel across the organisation, improve career progression, facilitate timely execution of communication activities and preserve the specialised character of the cadre. The proposed cadre structure is given in Table 13.2.

Table 13.2: Proposed distribution of posts in Design Cadre

S. No	Existing posts merged/ subsumed into proposed post (Table 13.1 Sl. No)	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/ decrease
1	New post	Senior Designer	Level-9/ Group 'B' Gazetted	0	5	(+) 5
2	Sl. No.1	Designer	Level-7/ Group 'B' Gazetted	15	7	(-) 8
3	Sl. No.2 & 3	Assistant Designer	Level-6/ Group 'B' N-Gazetted	5	9	(+) 4
Total Posts				20	21	(+) 1

13.8 The Committee reviewed the existing distribution of posts in the Design Cadre and observed that the present promotional hierarchy is not well balanced. At present, the next promotional post above Senior Artist (Level-7) is Art Executive (Level-11). As there is no intermediate grade between these two levels, employees have to move directly from Level-7 to Level-11, resulting in a four-level gap in the promotional hierarchy. Although four posts of Art Executive exist at the apex level of the cadre, the limited number of posts and the absence of an intermediate promotional grade restrict career progression and lead to stagnation among employees. To address this imbalance, the Committee has proposed the creation of five posts of Senior Designer (Level-9) as an intermediate promotional grade. The introduction of this level will bridge the existing gap in the hierarchy, provide improved promotional opportunities, strengthen supervisory capacity and establish a more balanced career progression framework within the cadre. The Committee has also rationalised the distribution of posts by reducing the number of Designer (Level-7) posts from 15 to 7 and increasing the number of Assistant Designer (Level-6) posts from 5 to 9. In addition, one

new post has been proposed, increasing the total sanctioned strength from 20 to 21. The additional post has been recommended to strengthen the availability of specialised creative personnel at both the Headquarters and Regional Offices, keeping in view the expanding communication requirements of CBC.

13.9 All-India Transfer Liability & Regional Deployment

The Committee endorses the recommendation of the ISTM Consultancy Team that All-India Transfer Liability shall be an integral feature of the Design Cadre.

The Committee observed that the existing cadre is highly centralised, with almost all sanctioned posts located at Headquarters. In order to strengthen creative support for regional communication activities, the Committee recommends limited decentralisation of design personnel. As a result, the Regional Offices have limited access to in-house creative support and depend largely on the Headquarters for design-related work. The Committee noted that the availability of specialised creative personnel at the regional level is essential for meeting the communication requirements of CBC and ensuring timely execution of publicity and communication activities. The actual deployment may be decided by the Pr. Director General/DG, CBC based on functional requirements and workload.

13.10 Recruitment Planning :

The Committee recommends that recruitment to the Design Cadre should be competency-based, with direct recruitment only at the entry level that is Assistant Designer in Pay Level 6. Higher positions in the cadre should be filled through promotion to ensure continuity of institutional knowledge, development of specialised professional expertise and availability of experienced personnel for supervisory and leadership roles.

13.11 Training and Capacity Building

The Committee fully endorses the recommendations of the ISTM Consultancy Team regarding continuous professional development of the Design Cadre. Considering the rapidly evolving communication ecosystem, the Committee is of the view that officers of the Design Cadre should undergo structured competency-based training throughout their careers.

The Committee recommends that the training framework may include modules on:

- AI-assisted design;
- Digital illustration;
- Motion graphics;
- User Interface (UI) and User Experience (UX) principles;
- Multimedia production;
- Data visualisation;
- Government branding guidelines;
- Accessibility standards;
- Copyright and intellectual property;
- Exhibition design;
- Project management; and
- Creative leadership.

CHAPTER –14

Review and Recommendations for Publishing Cadre (erstwhile Printing Publicity Cadre)

14.1 The Publishing Cadre (erstwhile Printing Publicity) is a specialised technical cadre of the Central Bureau of Communication (CBC) responsible for managing the production and publication of Government communication material. The cadre originated in the erstwhile Directorate of Advertising and Visual Publicity (DAVP) and has continued after the formation of CBC as a Unified cadre serving both CBC and the Directorate of Publications Division (DPD). Over the years, the role of the cadre has expanded from conventional print production to integrated publication management across print and digital media.

14.2 The Committee observed that Government publications continue to be an important medium of official communication despite the increasing use of digital platforms. Publications such as reports, brochures, booklets, posters, calendars and other publicity material require professional planning, technical scrutiny and quality assurance before production. The Publishing Cadre performs these specialised functions and acts as the technical authority for publication management within CBC and DPD.

14.3 The Committee reviewed the present organisational position of the cadre and observed that it consists of 21 sanctioned posts of which only 10 are presently filled. The shortage of manpower has affected effective supervision of publication work and increased the workload on the available officers. At the same time, the Committee noted that technological advancements and outsourcing have substantially changed the nature of publication management, making it necessary to review the existing cadre structure and align it with present operational requirements.

14.4 The Committee examined the present responsibilities of the cadre and observed that the officers are no longer engaged merely in supervising printing work. Their responsibilities now include publication planning, preparation of technical specifications, vendor evaluation, procurement, proof checking, quality assurance, contract management, digital publishing and coordination with various Ministries, Departments and production agencies. These functions require specialised professional knowledge and practical experience in publication management and cannot be effectively performed without domain expertise.

14.5 The Committee also examined the recommendation of the ISTM Consultancy Team to merge the cadre into a Unified Technical Service. The Committee observed that the educational qualifications prescribed for the cadre, together with the specialised knowledge of printing technology, publication production, digital publishing and quality assurance, distinguish it from other technical services. The Committee, therefore, concluded that the Publishing Cadre should continue as an independent specialised cadre.

14.6 The Committee further noted that the Printing Publicity Cadre is a Unified cadre serving both CBC and DPD and is governed by Unified Recruitment Rules and service conditions. The cadre presently comprises four grades with a sanctioned strength of 21 posts, including 12 posts under CBC and 9 posts under DPD. The existing cadre structure is shown in **Table 14.1**.

Table 14.1: Existing Structure of Publishing Cadre

S. No	Name of post	Pay Level	Group	Sanctioned posts		In-position	Vacant
				CBC	DPD		
1	Assistant Production Manager	Level-7	Group 'B' Gazetted	4	3	4	3
2	Technical Assistant (Printed Publicity)	Level-6	Group 'B' N-Gazetted	5	4	4	5
Total				9	7	8	8

14.7 Keeping in view the changing role of publication management, the Committee has proposed a revised cadre structure to provide a balanced hierarchy and improve career progression. The proposal introduces an intermediate managerial level, strengthens the feeder grades and rationalises the overall sanctioned strength in accordance with the present workload. The proposed structure is given in Table 14.2

Table 14.2: Proposed Structure of Publishing Cadre

S. No	Existing posts merged/ subsumed into proposed post (Table 14.1 Sl. No)	Proposed nomenclature of post	Proposed Pay Level/ Group	Existing Posts	Proposed Posts	Increase/decrease
1	New post	Assistant Publication Manager	Level-9/ Group 'B' Gazetted	0	4	(+) 4
2	Sl. No.1	Senior Publication Executive	Level-7/ Group 'B' Gazetted	7	5	(-) 2
3	Sl. No.2	Publication Executive	Level-6/ Group 'B' N-Gazetted	9	7	(-) 2
Total Posts				16	16	

14.8 The Committee noted that the Group 'A' component of the proposed Printing Publicity Cadre comprises five posts, namely two posts of Joint Director (Printed Publicity) in Pay Level-12 (one each in CBC and DPD) and three posts of Production Manager/Production Officer in Pay Level-11 (two in CBC and one in DPD). To establish a balanced and integrated hierarchy, the Committee recommends that the Ministry may consider retaining one post of **Joint Director (Publishing)** in CBC and redesignating the three Pay Level-11 posts as **Deputy Publication Manager**, with two posts in CBC and one post in DPD, thereby ensuring uniformity in nomenclature and seamless integration within the proposed cadre structure. As the cadre review and restructuring of Group 'A' posts fall within the delegated powers of the Ministry of Information & Broadcasting, the Committee has not made any recommendation regarding their sanctioned strength. The number and distribution of these posts may be decided by the Ministry in accordance with DoPT guidelines so as to establish a complete and integrated hierarchical structure for the proposed **Publishing Cadre**.

14.9 The Committee has proposed the deployment of posts keeping in view the functional requirements of both the Central Bureau of Communication (CBC) and the Directorate of Publications Division (DPD). Out of the four posts of Assistant Publication Manager (Level-9), two posts are proposed for CBC Headquarters, one post for the Directorate of Publications Division (DPD) and one post for regional deployment on a rotational basis. Of the five posts of Senior Publication Executive (Level-7), three posts are proposed for CBC Headquarters, while one post each is proposed for Chennai and Guwahati. Similarly, out of the seven posts of Publication Executive (Level-6), five posts are proposed for CBC Headquarters and one post each for Chennai and Guwahati. The Committee observed that publication management activities are presently concentrated at the Headquarters and that the availability of specialised publication personnel at the regional level is essential to meet the growing communication requirements of CBC. The proposed deployment at Chennai and Guwahati will strengthen regional publication support, improve coordination with local production agencies, facilitate timely publication of Government communication material, including publications in regional languages and reduce dependence on the Headquarters for routine publication management activities.

14.10 The Committee reviewed the existing promotional hierarchy of the Publishing Cadre and found that it does not provide adequate career progression. At present, there is no intermediate promotional level between the supervisory grade and Group 'A' posts, resulting in limited promotional opportunities and career stagnation for the existing employees. To address this issue, the Committee has recommended the creation of four posts of Assistant Publication Manager (Level-9) as an intermediate promotional grade. This will provide a clear career progression, bridge the existing gap in the hierarchy, and strengthen the managerial and supervisory capacity required for planning, coordinating and monitoring publication management activities. The Committee has also rationalised the distribution of posts keeping in view the increasing use of outsourced production and digital

publishing, while ensuring that adequate in-house technical expertise continues to be available to meet the functional requirements of CBC and DPD.

14.11 Recruitment Planning

The Committee recommends that recruitment to the Publication Cadre should be competency-based, with direct recruitment only at the entry level, namely Publication Executive (Level-6). Career progression to all higher grades should be exclusively through promotion on the principle of seniority-cum-fitness (non-selection), thereby ensuring continuity of institutional knowledge and development of specialised professional expertise within the cadre.

The Committee recommends that the educational qualifications for direct recruitment to the post of Publication Executive (Level-6) should include a Degree or Advanced Diploma in Printing Technology, Packaging Technology, Digital Publishing or a related discipline from a recognised University or Institution. Candidates should also possess a minimum of two years' professional experience in a supervisory or managerial capacity in a digital or modern printing establishment, media publishing agency, corporate communications organisation or Government publicity department. The Committee recommends that the Recruitment Rules be comprehensively revised to align with these evolving functional requirements, as deemed fit by the competent authority.

14.12 Training and Capacity Building

The Committee examined the recommendations of the ISTM Consultancy Team relating to professional capacity building and broadly endorsed the proposed approach. It observed that the rapid evolution of publishing technologies and digital governance requires continuous upgrading of professional competencies within the Publication Cadre. Accordingly, the Committee recommends the institutionalisation of a structured competency-based training framework covering both technical and managerial competencies.

CHAPTER – 15

Review and Recommendations for Staff Artist Cadre (erstwhile S&DD)

15.1 The Staff Artist Cadre was set-up in the erstwhile Song & Drama Division (S&DD) to support the Government's communication and public outreach programmes through traditional and folk media. The cadre was established with the objective of disseminating Government policies, developmental programmes and public welfare schemes in a simple, effective and culturally acceptable manner by using music, dance, drama, folk songs, ballets, puppet shows, mime and other traditional performing art forms. The cadre played an important role in communicating Government messages, particularly in rural, tribal, border and remote areas where direct interaction through cultural performances was considered an effective medium of communication.

15.2 The Staff Artist Cadre, inherited by the CBC from the erstwhile S&DD, consists of three categories of personnel, namely Performing Artists, Stage Staff and Copyist. The Performing Artists possessed specialised skills in music, dance, drama, folk arts and other traditional performing art forms. They were responsible for preparing and presenting cultural programmes based on themes approved by the Government to create awareness about Government policies, welfare schemes and other issues of public importance. Through songs, dramas, dance performances, folk performances, puppet shows and other cultural programmes, they communicated Government messages to the public in an effective and easily understandable manner. They also participated in rehearsals, prepared programmes, formed performing troupes and undertook tours across the country, particularly in rural, tribal, border and remote areas, for conducting public awareness campaigns.

15.3 The Stage Staff provided technical and production support necessary for the successful conduct of the cultural programmes. Their responsibilities included stage management, preparation and erection of stage sets, operation of sound and lighting systems, handling of stage properties, costume designing, stitching and maintenance of costumes, wardrobe management, make-up, carpentry, painting and other backstage arrangements. They were also responsible for installation, operation and maintenance of technical equipment, preparation and transportation of stage materials, loading and unloading of equipment and providing technical support during rehearsals and performances to ensure the smooth execution of programmes at different locations across the country.

15.4 The Copyist performed administrative, establishment and programme coordination functions to support the activities in the erstwhile S&DD. The Copyist was responsible for budget and expenditure matters, maintenance of financial and establishment records, processing of salary and other service-related claims, maintenance of service books and

personal files, preparation of reports and returns, correspondence with the Ministry and other Government offices, and maintenance of programme and office records. The Copyist also assisted in the planning, coordination and organisation of communication programmes, provided administrative support for programme implementation and, whenever required, participated in rehearsals, training and programme-related activities.

15.5 At present, the Staff Artist Cadre comprises 187 sanctioned posts, distributed among Performing Artists, Stage Staff and Copyists with a 4-tier hierarchical structure. Committee has been informed that many entry level and other posts of Staff Artists have been abolished from time to time. The Staff Artist Cadre also has one post of Drama Producer. Similarly, in the Copyist category, only the post of Copyist Grade-I is now available. The existing cadre structure is shown in the table below.

Table 15.1: Existing Structure of Performing Artists

Grade	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Performing Artist Grade-I	1	Actor Grade-I	Level-11	Group 'C'	9	8	1
	2	Actress Grade-I	Level-11	Group 'C'	1	0	1
	3	Dancer Grade-I	Level-11	Group 'C'	8	8	0
	4	Singer Grade-I	Level-11	Group 'C'	7	7	0
	5	Performer Grade-I	Level-11	Group 'C'	25	18	7
	6	Instrumentalist (Sr) Grade- I	Level-11	Group 'C'	10	10	0
Performing Artist Grade-II	7	Actor Grade-II	Level-09	Group 'C'	3	3	0
	8	Dancer Grade-II	Level-09	Group 'C'	5	5	0
	9	Singer Grade-II	Level-09	Group 'C'	5	5	0
	10	Performer Grade-II	Level-09	Group 'C'	45	44	1
	11	Instrumentalist (Sr) Grade- II	Level-09	Group 'C'	14	13	1

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Grade	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Performing Artist Grade-III	12	Performer Grade-III	Level-08	Group 'C'	7	5	2
	13	Instrumentalist (Sr) Grade-III	Level-08	Group 'C'	11	8	3
				Total	150	134	16

Table 15.2: Existing Structure of Stage Manager

Grade	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Stage Manager Grade-I	1	Stage Manager Grade-I	Level-09	Group 'C'	19	16	3
Stage Manager Grade-II	2	Stage Manager Grade-II	Level-08	Group 'C'	16	16	0
				Total	35	32	3

Table 15.3: Existing Structure of Drama Producer & Copyist

Grade	S. No	Name of post	Pay Level	Group	Sanctioned posts	In-position	Vacant
Drama Producer	1	Drama Producer	Level-07	Group 'B'	1	1	0
Copyist Grade-I	1	Copyist Grade-I	Level-09	Group 'C'	1	1	0
				Total	2	2	0

Table 15.4: Summary of Combined Staff Artist Cadre

S.No	Category	Sanctioned posts	In-position	Vacant
1	Performing Artist	150	134	16
2	Stage Manager	35	32	3
3	Drama Producer & Copyist	2	2	0
Total		187	168	19

15.6 The Committee examined the present status and future functional requirement of the Staff Artist Cadre. It observed that the primary mandate of the CBC is to disseminate information about Government policies through the most appropriate communication channels. In the area of interpersonal and cultural communication, this objective can be achieved more effectively by engaging local artists and cultural groups familiar with the regional language, culture and traditional art forms. The Committee noted that India has a large pool of professional artists, folk performers, theatre groups, puppeteers, musicians, dancers and other cultural organisations that can be engaged for campaign-specific requirements.

15.7 The Committee further observed that the Staff Artist Cadre has gradually reduced over the years. Several posts, particularly at the entry level, have already been abolished and the overall strength of the cadre is declining. At present, a majority of cultural and outreach programmes are being organised through Private Registered Troupes (PRTs) and other empanelled cultural groups. Consequently, the utilisation of the permanent Staff Artist Cadre has reduced considerably. Further, the Staff Artists are being utilized mostly for programmes carried out under municipal and nearby areas as their engagement in these activities is cost-effective in comparison to PRTs. For programmes in distant locations, deployment of the permanent Staff Artists involves comparatively higher travelling and other related costs vis-à-vis PRTs. These developments indicate that the role and requirement of the permanent Staff Artists have changed significantly over time and need to be viewed in the context of the present communication strategy of CBC.

15.8 The Committee noted that the above observations are also broadly consistent with the recommendations made by ISTM in its Final (Part-I) Cadre Review Report. ISTM observed that certain categories of Staff Artists, such as actors, actresses, singers and instrumentalists, perform specialised functions and cannot be readily substituted by personnel from other disciplines. At the same time, it noted that CBC often faces difficulties in constituting complete performing troupes for programmes in various states, districts and remote areas due to the limited availability of artists in different specialisations.

Consequently, a large number of outstation programmes are being organised through PRTs and other empanelled cultural groups, while the permanent Staff Artists are being primarily utilised for programmes involving VIPs and VVIPs. ISTM further observed that cultural and inter-personal communication programmes can be implemented more effectively through local artists and professional troupes, as they possess a better understanding of the regional language, culture and traditional art forms. Accordingly, ISTM recommended that wherever feasible, such programmes should be organised through PRTs, empanelled local artists or State Government cultural organisations, while the planning, supervision and monitoring of these programmes should continue to be carried out by CBC officers.

15.9 In view of the above observations and the recommendations of ISTM, the Committee is of the considered view that the existing Staff Artist Cadre no longer aligns with the present and future functional requirements of the CBC. The Committee observed that the communication requirements relating to traditional and folk media are now being effectively met through the engagement of PRTs and other empanelled cultural groups of the respective States, whose familiarity with the local language, culture and traditional art forms enables them to communicate Government messages more effectively and in a culturally appropriate manner. Accordingly, the Committee recommends that no fresh direct recruitment shall be made to any post in this cadre and the existing employees of this cadre may continue in service till their retirements or otherwise and their promotions should be regulated with the proper RRs. Once a post at any grade of existing Staff Artists falls vacant due to retirement, resignation, death, promotion or any other reason, the post shall stand abolished if it is at the lowest level in promotional hierarchy and also when no further promotional avenue is available from a particular grade/level. There are 5 posts of Performing Artist Grade-III which are lying vacant and are at the lowest level in promotional hierarchy, the Committee recommends for abolishing these 5 vacant posts forthwith. The matching savings arising from their abolition are to be utilised for creation of posts recommended under this Cadre Review exercise.

15.10 The Committee further observed that although the pay levels of the Staff Artist Cadre were revised in 2015, the corresponding Recruitment Rules (RRs) have not yet been framed/updated. Accordingly, the Committee recommends that the RRs of the Staff Artist Cadre be revised at the earliest.

CHAPTER –16

PAY ANOMALIES, JUDICIAL DIRECTIONS AND CADRE RESTRUCTURING

16.1 The Committee has been informed that the issue of pay anomaly amongst the employees of erstwhile S&DD is a long-pending litigation matter in CBC. Although the issue originated in the erstwhile S&DD, it is still unresolved after the integration of the three erstwhile units into CBC in 2017. Since the merger, the issue has grown into a complex administrative challenge for CBC and has resulted prolonged litigation over the years.

16.2 The Committee observed that the origin of the pay anomaly of Programme Officer (PO) Cadre and the Administrative (Admn.) Staff Cadre of S&DD can be traced back to the cadre restructuring exercise of the Staff Artist Cadre implemented by the erstwhile S&DD vide Order No. A-32016/1/2015-Admn.II dated 12.10.2015, which was carried out in compliance with the directions of the Hon'ble Supreme Court in Contempt Petition (Civil) No. 90/2015 in SLP (Civil) No. 1629/2009. Under this restructuring, the Staff Artist Cadre was reorganised into a 4-tier structure and pay scales were upgraded. At that time, the erstwhile S&DD had three cadres, namely the Staff Artist Cadre, the PO Cadre and the Admn. Staff Cadre.

16.3 The restructuring and revision of pay scales were carried out only for the Staff Artist Cadre and were implemented with retrospective effect from 01.01.1996. The PO Cadre and the Administrative Staff Cadre of erstwhile S&DD were not part of the said restructuring exercise. Consequently, these two cadres continued in their existing pay structure, while the Staff Artist Cadre was placed in higher pay scales with effect from 01.01.1996. This disturbed the existing hierarchical pay structure and resulted in the pay anomaly, as employees of the Staff Artist Cadre started to draw higher pay than the officers responsible for supervising their work specifically PO Cadre.

16.4 At the time the pay anomaly arose, the Staff Artist Cadre included Performing Artists, Stage Staff and Copyist. The Performing Artists and Stage Staff were responsible for presenting Government messages through music, dance, drama, folk arts and other traditional cultural programmes. They worked under the supervision and control of the PO Cadre, which was responsible for planning, organising, supervising and monitoring these programmes. The Copyist, though part of the Staff Artist Cadre, performed administrative and establishment work and worked under the supervision of the Superintendent and Administrative Officer of the Administrative Staff Cadre.

16.5 To understand the impact of the restructuring of the Staff Artist Cadre, the cadre structure and pay scales before and after its implementation have been compared in Tables 15.1 and 15.2. The comparison highlights the changes in the pay structure of the Staff Artist Cadre vis-à-vis the Programme Officer Cadre and the Copyist vis-à-vis the Administrative

Staff Cadre, following the implementation of the Hon'ble Supreme Court's directions with retrospective effect from 01.01.1996.

**Table 16.1 Cadre Structure before implementation of Supreme Court order
in respect of Staff Artist**

Part-A: Staff Artist Cadre vis-à-vis Programme Officer Cadre

Staff Artist	Scale	Programme Officer	Scale
-	-	Joint Director (Prog.) (Group 'A')	Rs.3700-4450 (as per 5 th CPC) Rs. 15600-39100, G.P Rs.7600 (as per 6 th CPC) Level- 12 (as per 7 th CPC Pay Matrix)
-	-	Deputy Director (Prog.) (Group 'A')	Rs.3150-3350 (as per 5 th CPC) Rs. 15600-39100, G.P Rs.6600 (as per 6 th CPC) Level- 11 (as per 7 th CPC Pay Matrix)
-	-	Assistant Director (Prog.) (Group 'B', Gazetted)	Rs.2500-4000 (as per 5 th CPC) Rs.9300-34800, G.P Rs.4800 (as per 6 th CPC) Level- 8 (as per 7 th CPC Pay Matrix)

Staff Artist	Scale	Programme Officer	Scale
-	-	Manager (Group 'B', Gazetted)	Rs.2375-3500 (as per 5 th CPC) Rs.9300-34800,G.P Rs.4600 (as per 6 th CPC) Level- 7 (as per 7 th CPC Pay Matrix)
Stage Manager/ Sr.Scenic Designer (Group 'C')	Rs.1640-2900 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)		
Actor, Actress, Dancer, Instructor, Assistant Drama Producer, Wardrobe Incharge, Wardrobe and Green Room Incharge, Jr. Scenic Designer (Group 'C')	Rs.1400-2600 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)		
Sr.Instrumentalist, Singer, Performer, Workshop Technician, Stage Decorator, Light Operator, Sound Operator (Group 'C')	Rs.1400-2300 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2800 (as per 6 th CPC) Level- 5 (as per 7 th CPC Pay Matrix)		

Staff Artist	Scale	Programme Officer	Scale
Make-up-Artist-cum-Dresser (Group 'C')	Rs.1350-2200 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2800 (as per 6 th CPC) Level- 5 (as per 7 th CPC Pay Matrix)		
Jr. Instrumentalist, Stage Assistant, Training Asstt (Group 'C')	Rs.975-1660 (as per 5 th CPC) Rs. 5200-20200, G.P Rs.2000 (as per 6 th CPC) Level- 3 (as per 7 th CPC Pay Matrix)		
Lineman(Light),Lineman (Sound), Green Room Asstt, Wardrobe Asstt (Group 'C')	Rs.950-1500 (as per 5 th CPC) Rs.5200-20200, G.P Rs.1900 (as per 6 th CPC) Level- 2 (as per 7 th CPC Pay Matrix)		

The comparison in Table 16.1 (Part-A) indicates that the Staff Artist Cadre was placed below the Programme Officer Cadre in the organisational hierarchy. The Manager, Assistant Director (Programme), Deputy Director (Programme) and Joint Director (Programme), who functioned as the Reporting and Reviewing Officers of the Staff Artist Cadre, were placed in higher pay scales than the Staff Artists under their supervision.

Part-B: Copyist vis-à-vis Administrative Staff Cadre

Staff Artist	Scale	Administrative Staff	Scale
		Administrative Officer (Group 'B', Gazetted)	Rs.2375-3500 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4600 (as per 6 th CPC) Level- 7 (as per 7 th CPC Pay Matrix)
		Superintendent (Group 'B', N-G)	Rs.1640-2900 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)
		Stenographer Gr.II (Group 'C')	Rs.1400-2600 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)
		Technical Assistant/ Accountant (Group 'C')	Rs. 1400-2300 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2800 (as per 6 th CPC) Level- 5 (as per 7 th CPC Pay Matrix)
Copyist (Group 'C')	Rs.1200-1800 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2400 (as per 6 th CPC) Level- 4 (as per 7 th CPC Pay Matrix)	UDC/ Stenographer Grade-III (Group 'C')	Rs.1200-2040 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2400 (as per 6 th CPC) Level- 4 (as per 7 th CPC Pay Matrix)

The comparison in Table 16.1 (Part-B) indicates that the Copyist was equivalent to UDC/ Stenographer Grade III in the organisational hierarchy. The Superintendent and Administrative Officer, who functioned as the Reporting and Reviewing Officers of the Copyist, were placed in higher pay scales than the Copyist.

**Table 16.2 Cadre Structure after implementation of Supreme Court order
in respect of Staff Artist**

Part-A: Staff Artist Cadre vis-à-vis Programme Officer Cadre

Staff Artist	Scale	Programme Officer	Scale
-	-	Joint Director (Prog.) (Group 'A')	Rs.3700-4450 (as per 5 th CPC) Rs. 15600-39100, G.P Rs.7600 (as per 6 th CPC) Level- 12 (as per 7 th CPC Pay Matrix)
-	-	Deputy Director (Prog.) (Group 'A')	Rs.3150-3350 (as per 5 th CPC) Rs. 15600-39100, G.P Rs.6600 (as per 6 th CPC) Level- 11 (as per 7 th CPC Pay Matrix)
-	-	Assistant Director (P) (Group 'B', Gazetted)	Rs.2500-4000 (as per 5 th CPC) Rs.9300-34800, G.P Rs.4800 (as per 6 th CPC) Level- 8 (as per 7 th CPC Pay Matrix)

Staff Artist	Scale	Programme Officer	Scale
-	-	Manager (Group 'B', Gazetted)	Rs.2375-3500 (as per 5 th CPC) Rs.9300-34800,G.P Rs.4600 (as per 6 th CPC) Level- 7 (as per 7 th CPC Pay Matrix)
Performing Artist Grade-I (Group 'C')	Rs. 10,000- 15,200 ((as per 5 th CPC) Rs.15600- 39100, G.P Rs.6600 (as per 6 th CPC) Level-11 (as per 7 th CPC Pay Matrix)	-	-
Performing Artist Grade-II, Stage Manager Grade-I (Group 'C')	Rs. 8,000- 13,500 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 5400 (as per 6 th CPC) Level-9 (as per 7 th CPC Pay Matrix)		

Staff Artist	Scale	Programme Officer	Scale
Performing Artists Grade-III, Stage Manager Grade-II (Group 'C')	Rs. 6,500-200- 10,500 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4800 (as per 6 th CPC) Level-8 (as per 7 th CPC Pay Matrix)		
Stage Assistant Grade-III (Group 'C')	Rs. 5500-175- 9000 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4600 (as per 6 th CPC) Level-7 (as per 7 th CPC Pay Matrix)		
Performing Artist Grade-IV (Group 'C')	Rs. 5000-150- 8000 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level-6 (as per 7 th CPC Pay Matrix)		

Staff Artist	Scale	Programme Officer	Scale
Stage Assistant Grade-IV (Group 'C')	Rs. 4,500-125-7,000 (as per 5 th CPC) Rs.5200-20200, G.P Rs. 2800 (as per 6 th CPC) Level-5 (as per 7 th CPC Pay Matrix)		

The comparison in Table 16.2 (Part-A) indicates that after the restructuring of the Staff Artist Cadre, the revised pay scales of certain categories of Staff Artists became equal or higher than those of the Programme Officer Cadre, although there was no change in the duties, responsibilities or reporting hierarchy. Similarly, other categories of Staff Artists were placed at pay levels equal or higher than their supervisory officers. The retrospective implementation of the revised pay structure from 01.01.1996 disturbed the pay hierarchy for PO Cadre and created a situation where employees were drawing higher pay than the officers responsible for supervising and reviewing their work. This resulted in the pay anomaly related litigation cases by the Programme Officer Cadre.

Part-B: Copyist vis-à-vis Administrative Staff Cadre

Staff Artist	Scale	Administrative Staff	Scale
Copyist Grade-I (Group 'C')	Rs.8,000-13,000 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 5400 (as per 6 th CPC) Level-9 (as per 7 th CPC Pay Matrix)	Administrative Officer (Group 'B', Gazetted)	Rs.2375-3500 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4600 (as per 6 th CPC) Level- 7 (as per 7 th CPC Pay Matrix)

Draft Cadre Review Proposal for Group 'B' & 'C' posts of CBC

Staff Artist	Scale	Administrative Staff	Scale
Copyist Grade-II (Group 'C')	RS. 6,500-200- 10,500 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4800 (as per 6 th CPC) Level-8 (as per 7 th CPC Pay Matrix)	Superintendent (Group 'B', N-G)	Rs.1640-2900 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)
Copyist Grade-III (Group 'C')	Rs. 5,500-175- 9,000 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4600 (as per 6 th CPC) Level-7 (as per 7 th CPC Pay Matrix)	Stenographer Gr.II (Group 'C')	Rs.1400-2600 (as per 5 th CPC) Rs.9300-34800, G.P Rs. 4200 (as per 6 th CPC) Level- 6 (as per 7 th CPC Pay Matrix)
Copyist Grade-IV (Group 'C')	Rs. 4,500-125- 7,000 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2800 (as per 6 th CPC) Level-5 (as per 7 th CPC Pay Matrix)	Technical Assistant/Accountant (Group 'C')	Rs. 1400-2300 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2800 (as per 6 th CPC) Level- 5 (as per 7 th CPC Pay Matrix)
-	-	UDC/ Stenographer Grade-III (Group 'C')	Rs.1200-2040 (as per 5 th CPC) Rs.5200-20200, G.P Rs.2400 (as per 6 th CPC) Level- 4 (as per 7 th CPC Pay Matrix)

The comparison in Table 16.2 (Part-B) shows that after the restructuring of the Staff Artist Cadre from 01.01.1996, the Copyist category under Staff Artists which was earlier in the same pay scale as UDC/Stenographer Grade-III of Administrative Staff restructured into a four-grade structure with higher pay scales. No such revision was made in the pay scales of the Administrative Staff Cadre, although there was no change in the duties, responsibilities or reporting hierarchy. Consequently, the Copyist started drawing higher pay than the Superintendent and Administrative Officer, who continued to function as the Reporting and Reviewing Officers. This disturbed the existing pay hierarchy and gave rise to the litigation matter on pay anomaly by the Administrative Staff Cadre.

16.6 From the above analysis, the Committee observed that the present pay anomaly arose as a consequence of the restructuring of the Staff Artist Cadre in 2015 and the revision of pay structure in compliance of Hon'ble Supreme Court judgment and contempt petition. Since the issue has its roots in the historical development of the Staff Artist Cadre and the judicial directions issued from time to time, the Committee considered it appropriate to examine the historical background of the cadre before considering the measures required for resolution of the anomaly. For this purpose, the Committee examined the available records and other relevant documents relating to the Staff Artist Cadre. The facts emerging from these records, which explain how the present pay anomaly arose, are discussed in the following paragraphs.

16.7 The Committee was informed that initially, the Staff Artists were engaged on temporary and contractual basis. Subsequently, the Government decided to regularize their services. Accordingly, the Staff Artists of All India Radio (AIR) and Doordarshan were declared Government servants with effect from 03.03.1982. Thereafter, the Staff Artists of the Song and Drama Division and Films Division who were in service on 06.03.1982 were also declared regular Government servants by the Ministry of Information and Broadcasting (MIB).

16.8 Although the Staff Artists of erstwhile S&DD were given status of regular Government servants, there was lack of promotional avenues for them and it resulted in their stagnation. Staff Artists started submitting representations seeking a structured promotional hierarchy similar to that available in All India Radio and Doordarshan, claiming that they were performing comparable duties as regular Government servants.

16.9 The Staff Artists requested parity in pay scales with similar categories of Staff Artists working in Doordarshan. The issue of stagnation in the Staff Artist Cadre was referred to the Fifth Central Pay Commission (5th CPC) by the MIB to examine the demand of the Staff Artists of erstwhile S&DD.

16.10 The 5th CPC, inter-alia, observed that the functional context of the Staff Artists in the Song and Drama Division was different from that of the Staff Artists working in Doordarshan. Accordingly, the Commission did not recommend complete parity in pay scales between the two organizations with following remarks:

"The functional context of the Staff Artists in the Song and Drama Division and Doordarshan being different, we do not find any justification for parity between the two. The Staff artists in Song and Drama Division may, however, be grouped in two categories-Performing Artists and Stage Assistants. The objective of this amalgamation should be to recruit performing artists and stage assistants (to whatever specialisation they may belong) to the lowest grade III who would gradually rise to the higher grades while retaining their specific skills."

16.11 Over the years, the recommendations of the 5th CPC relating to promotional avenues remained pending and could not be implemented by the erstwhile S&DD. As the recommendations of the 5th CPC could not be implemented by the S&DD, the Staff Artists approached the Hon'ble Central Administrative Tribunal seeking implementation of the recommendations relating to promotional avenues and consequential benefits.

16.12 The S&DD Employees Association filed an OA No. 669/2005 before the Hon'ble Central Administrative Tribunal, Principal Bench, New Delhi, praying for implementation of the recommendations of the 5th CPC relating to promotional avenues for different categories of Staff Artists. The applicants also sought parity with the Staff Artists of All India Radio and Doordarshan.

16.13 The Hon'ble CAT, vide its order dated 10.03.2006, inter-alia, directed to reconsider the recommendations of the 5th CPC relating to promotional avenues with following remarks:

"To re-consider this aspect of the matter whereby they despite accepting the recommendations of the Fifth Central Pay Commission, had not accepted that part which deals with the promotional avenues of the applicants in their category. Thereupon, if the respondents decide to implement the avenues of promotion, the applicants would be entitled to all consequential benefits."

16.14 Since the directions of the Hon'ble Tribunal could not be implemented by the S&DD, the Staff Artists Association again approached the Hon'ble CAT by filing Contempt Petition No. 467/2006, for non-compliance of the order dated 10.03.2006.

16.15 During the proceedings, the MIB informed the Tribunal that the proposal regarding closure of the S&DD was under consideration and that efforts were being made to fill promotional quota vacancies. The Hon'ble CAT, vide its order dated 12.09.2007, closed the contempt petition while directing the respondents to comply with the assurance given

regarding filling up of the promotional quota vacancies. The relevant observations of the Hon'ble Tribunal are reproduced below:

"The decision taken by the respondents on 23.04.2007 on reconsideration wherein it is stated that having taken a decision to close Song & Drama Division, the ACP benefits have been granted to the employees to mitigate their stagnation.

On 06.07.2007, on order passed by the Tribunal directed the respondents to apprise the steps to the court as to closing of Song and Drama Division. A status report now filed by way of an additional affidavit shows that on 20.09.2000, on recommendation of closure of Song & Drama Division, the matter was referred to the Cabinet Secretariat vide letter dated 17.01.2006, which was further referred to the Department of Expenditure on 04.09.2006. It is stated in the additional affidavit that till Song & Drama Division is closed, the Ministry is pursuing the matter for allowing the Division to fill up vacancies falling under the promotional quota.

In such view of the matter, we do not find any wilful or contumacious disobedience on the part of the respondents. Accordingly, this Contempt Petition is closed and notices are discharged. However, the averment in the additional affidavit filed by the respondents regarding filling up of promotional quota vacancies shall be meticulously complied with by the respondents."

16.16 Aggrieved by the order dated 12.09.2007 of the Hon'ble CAT, the Staff Artists Association filed Writ Petition No. 815/2008 before the Hon'ble High Court of Delhi. The Hon'ble High Court, vide its judgment dated 21.10.2008, set aside the order of the Hon'ble CAT dated 12.09.2007 and directed the respondents to implement the directions contained in the Hon'ble CAT's order dated 10.03.2006.

16.17 Against the judgment of the Hon'ble High Court, S&DD filed SLP (Civil) No. 1629 of 2009 before the Hon'ble Supreme Court. During the proceedings in this SLP, an affidavit dated 11.08.2009 was filed before the Hon'ble Supreme Court stating that the Government had decided not to close the S&DD and had initiated a comprehensive Cadre Review covering all cadres, including the Staff Artist. The relevant portion of the affidavit is reproduced below:

"Song and Drama Division is in the process of initiating a comprehensive cadre review of all its cadres which includes the cadres of staff artistes as well. The exercise has been initiated now because it has been decided by Government of India not to close down the Song and Drama Division. Cadre review exercise, however, is a time consuming activity and it has to be processed and approved by the competent authority in the Government. It would take effect from a prospective date because it involves creation of higher level posts and framing of Recruitment Rules etc."

16.18 Later, the then Director (S&DD) submitted an assurance dated 09.04.2014 before the Hon'ble Supreme Court in the said SLP, inter-alia, stating that the proposal for restructuring of the Staff Artist Cadre would be implemented. Accepting the said assurance from the S&DD, the Hon'ble Supreme Court, vide its order dated 02.05.2014, disposed of the SLP by observing that the dispute between the parties stood amicably resolved. The relevant observations of the Hon'ble Supreme Court are reproduced below:

"The dispute between the parties is resolved and nothing remains to be decided by this Court in the matter. SLP is disposed of in view of resolution of dispute amicably between the parties."

Later on, it came to notice the said assurance from the then Director (S&DD) did not have approval of the competent authority in the Government. Further, legal remedies to review the Hon'ble Supreme Court order dated 02.05.2014 did not fructify given the observations of D/o Legal Affairs.

16.19 The Staff Artist Cadre was restructured vide S&DD's order dated 12.10.2015 by implementing a 4-tier promotional hierarchy with retrospective effect from 01.01.1996 specifically in terms of the assurance dated 09.04.2014 of the then Director (S&DD)

16.20 While the said restructuring of the Staff Artist Cadre resolved the issue of stagnation by providing a structured promotional hierarchy and higher pay scales to the Staff Artists, no corresponding restructuring was carried out for the PO Cadre and the Administrative Staff Cadre. As a result, the pay hierarchy within the organisation was disturbed. In several cases, Staff Artists started drawing higher pay scales than the Programme Officers under whose administrative and functional supervision they were working. In some cases, the pay of the Staff Artists also became higher than that of their Reporting Officers and Reviewing Officers. Similarly, the revised pay scale granted to the Copyist became higher than that of certain supervisory posts in the Administrative Staff Cadre, even though they continued to work under their supervision. This resulted in pay anomalies of employees of PO Cadre and Administrative Staff Cadre vis-à-vis w.r.t. employees of Staff Artist Cadre. Consequently, the retired and working employees of PO and Admn. Staff submitted representations to S&DD seeking removal of these anomalies and restructuring their cadres also. These issues could not be resolved by the S&DD, later became the subject matter of litigation before various judicial forums from Hon'ble CAT up to Hon'ble Supreme Court.

16.21 The retired and working employees (applicants) of PO and Admn. Staff approached the Hon'ble CAT, Principal Bench, New Delhi by filing O.A. No. 3153/2016 (Programme Officers) and O.A. Nos. 521/2016, 849/2016 and 859/2016 (Administrative Staff). The applicants sought removal of the pay anomalies and restructuring their cadres similar to restructuring of the Staff Artist Cadre.

16.22 During the proceedings before the Hon'ble CAT, CBC, inter-alia, submitted that the Staff Artist Cadre, PO Cadre and Admn. Staff Cadre were three distinct cadres having separate duties, functions and RRs. It was further submitted that the restructuring of the Staff Artist Cadre had been carried out exclusively in compliance with the directions of the Hon'ble Supreme Court for providing promotional avenues to the Staff Artists and that there was no corresponding direction for restructuring of the PO Cadre or the Admn. Staff Cadre. CBC also contended that determination of cadre structure and pay scales is a policy matter falling within the jurisdiction of the Government and expert bodies such as the Central Pay Commission.

16.23 After considering the submissions of both sides, the Hon'ble CAT observed that the restructuring of the Staff Artist Cadre had resulted in disturbance of the existing pay hierarchy between the Staff Artist Cadre and the Programme Officer Cadre. The Tribunal observed that the anomaly had arisen because, after implementation of the restructuring, certain categories of Staff Artists started drawing higher pay than Programme Officers. The Tribunal held that such anomalies required appropriate corrective action by the Government.

16.24 Accordingly, vide its order dated 19.11.2019 and orders dated 02.03.2023, the Hon'ble CAT allowed the OAs and directed the respondents to ensure that the cadre restructuring exercise is completed and that the pay anomalies which had arisen in different cadres on account of the restructuring of Staff Artists are also addressed.

16.25 Aggrieved by the above orders, Union of India (through CBC) filed writ petitions before the Hon'ble High Court of Delhi challenging the orders of the Hon'ble CAT. Before the Hon'ble High Court, the Government submitted that the restructuring of the Staff Artist Cadre had been undertaken in compliance with the orders of the Hon'ble Supreme Court and that the PO Cadre and Administrative Staff Cadre were independent cadres having separate promotional structures. It was reiterated that issues relating to cadre restructuring and pay scales fall within the policy domain of the Government and cannot ordinarily be determined by judicial directions.

16.26 The Hon'ble High Court, after considering the submissions of the parties, observed that the Government had itself informed the Hon'ble Tribunal that the cadre restructuring exercise was under process. The Hon'ble High Court, therefore, did not interfere with the directions issued by the Hon'ble CAT and, inter-alia, directed the petitioners to complete the cadre restructuring exercise and remove the pay anomalies in accordance with law.

16.27 Aggrieved by the judgment of the Hon'ble High Court, the Union of India (through CBC) filed Special Leave Petitions (SLPs) before the Hon'ble Supreme Court of India challenging the directions issued by the Hon'ble High Court. However, the Hon'ble Supreme Court dismissed the SLPs filed by the CBCs. Then, CBC in consultation with MIB initiated further actions for compliance of the judicial directions.

16.28 In the interim, the many applicants of the OAs initiated Contempt Proceedings before the Hon'ble High Court and CAT alleging non-compliance of the judicial directions. The contempt petitions are presently under consideration before the Hon'ble High Court, at New Delhi and CAT, New Delhi. During the course of these proceedings, CBC informed the Hon'ble Courts that action had already been initiated for resolving the issue through the comprehensive Cadre Review and that the matter is being processed in consultation with the concerned Departments of the Government of India.

16.29 The Committee was informed that for compliance with the judicial directions, CBC examined the specific issue of pay anomalies of PO and Admn. Staff cadres. Accordingly, a proposal for removal of the pay anomalies relating to the litigating PO Cadre and Admn. Staff Cadre was forwarded to the Ministry by CBC on 28.11.2025 for further consultation with other Nodal Departments on the matter. The proposal was examined by the Department of Legal Affairs (DoLA) and Department of Personnel & Training (DoPT) and MIB referred it further to the Department of Expenditure (DoE) for consideration.

16.30 The Committee was further informed that the DoE vide its communication dated 13.05.2026 advised MIB that the proposal for removal of pay anomalies relating only to the litigating employees cannot be considered separately. The MIB was advised to include the matter in the ongoing Cadre Review Exercise and submit a comprehensive proposal covering all existing pay anomalies in the concerned cadres. DoE, vide its another communication dated 20.05.2026, further advised that the Cadre Review proposal should first be finalized and processed. If any pay anomalies still remained thereafter, the matter may be referred separately to the DoE.

16.31 As part of the Cadre Review, the Committee examined the recommendations made by ISTM in its Cadre Review Report together with the judicial directions issued by the Hon'ble Courts. The Committee has been informed that 6 OAs involving 66 litigants have attained finality, while 2 OAs involving 26 litigants are pending before the Hon'ble CAT. In addition, 5 Contempt Petitions relating to implementation of the judicial directions are also pending before the Hon'ble High Court of Delhi and the Hon'ble CAT, New Delhi. The present status of the litigation is given below:

Table 16.3: Cases Already Finalized

Sl. No.	OA No.	Title of the Case	Litigants	Date of Decision in CAT	Remarks
1	OA No. 3153/2016	Chitra Sharma & Others (Programme Officer Cadre)	15	19.11.2019	Upheld by the Hon'ble High Court on 16.09.2025. With the approval of the MIB, SLP not filed before the Hon'ble Supreme Court.
2	OA No. 849/2016	Hari Kishan Langoo & Others (Programme Officer Cadre)	03	02.03.2023	Upheld by the Hon'ble High Court on 09.08.2024 and SLP dismissed by the Hon'ble Supreme Court on 03.01.2025.
3	OA No. 521/2016	H.P. Manjhi & Others (Administrative Staff Cadre)	04	02.03.2023	
4	OA No. 859/2016	Satish Mahna & Others (Administrative Staff Cadre)	26	02.03.2023	
5	OA No. 1486/2018	A. Memcha Devi & Others (Administrative Staff Cadre)	10	14.02.2025	With the approval of the DG: CBC, it has been decided not to challenge the Hon'ble Tribunal's order dated 14.02.2025.
6	OA No. 1279/2018	Waryam Mast & Others (Programme Officer Cadre)	08	10.10.2023	Upheld by the Hon'ble High Court on 09.10.2024 and SLP dismissed by the Hon'ble Supreme Court on 24.02.2025.
Total Litigants			66		

Total Finalized Cases: 06

Total Litigants: 66 (Programme Officer = 26; Administrative Staff = 40)

Break-up of Litigants

Cadre	Serving	Retired	Demised	Total
Programme Officer	09	16	01	26
Administrative Staff	13	27	–	40
Total	22	43	01	66

Table 16.4: Cases Pending before the Hon'ble CAT

Sl. No.	OA No.	Title of the Case	Litigants	Present Status
1	OA No. 3540/2023	Kuldeep Singh & Others (Administrative Staff Cadre)	22	Pending before the Hon'ble CAT, Principal Bench, New Delhi.
2	OA No. 3546/2023	Desh Deepak Nigam & Others (Programme Officer Cadre)	4	Pending before the Hon'ble CAT, Principal Bench, New Delhi.
		Total	26	

Break-up of Pending Litigants

Cadre	Serving	Retired	Demised	Total
Programme Officer	–	04	–	04
Administrative Staff	10	11	01	22
Total	10	15	01	26

Table 16.5: Pending Contempt Petitions

Sl. No.	Particulars	Present Status
1	Contempt Petitions filed by the litigants in the finalized cases alleging non-compliance of the judicial directions	05 Contempt Petitions are pending before the Hon'ble High Court of Delhi and the Hon'ble CAT.

16.32 The Committee examined the recommendations made by ISTM, the judicial directions issued by the Hon'ble courts in various orders. After detailed deliberations, the Committee makes the following recommendations:

16.32.1 The Committee noted that the judicial directions in the finalized cases relate only to the 9 serving litigating employees of the PO Cadre and 13 serving litigating employees of the Admn. Staff Cadre of the erstwhile S&DD. Accordingly, these employees may be retained as separate Legacy Cadres to ring-fence the matter and to implement compliance with the judicial directions. The pay structure for these Legacy Cadres shall be on the basis of the CBC's proposal dated 28.11.2025, subject to the approval of the competent authority in the Government and Government of India's rules and instructions on the pay matters issued from time to time.

16.32.2 The Committee further recommends that no further recruitment should be made to these Legacy Cadres. These cadres shall continue till the existing employees of these cadres retire or otherwise and their promotions should be regulated with the proper RRs to be framed in accordance with DoP&T's norms. Once a post at any grade/level falls vacant due to retirement, resignation, death, promotion or otherwise, the post shall stand abolished if it is at the lowest level in promotional hierarchy and also when no further promotional avenue is available from a particular grade/level.

16.32.3 The Committee has noted that 10 serving employees of the Admn. Staff Cadre are litigants in O.A. No. 3540/2023, which is presently pending before the Hon'ble CAT. Since the matter is still sub-judice, these 10 employees may be merged into the proposed CBC (Group 'B' & 'C') Administrative Service at appropriate levels. However, this recommendation shall be subject to the final outcome of the said OA.

16.32.4 The Committee further recommends that the remaining 20 serving non-litigant employees of the Admn. Staff Cadre may be merged into the proposed CBC (Group 'B' & 'C') Administrative cadre at the appropriate levels. Similarly, the one serving non-litigant employee of the PO Cadre may be placed in the Advertising Cadre under the proposed unified CBC cadre structure.

16.32.5 The Committee is of the view that the proposed arrangement has been made to comply with the directions of the Hon'ble Courts in respect of the litigating employees. The Committee also noted that the arrangement proposed for compliance of the court order by CBC vide 28.11.2025, the same will not be a precedent for any other employee of DAVP, S&DD and DFP, other Media Units of MIB, other Government of India Ministry/ Department, Autonomous Bodies, PSUs etc.

16.32.6 The Committee further noted that the DoE while examining CBC's proposal dated 28.11.2025, had advised that the issue should not be examined separately only for the litigating employees and all existing pay anomalies should be examined comprehensively through the present Cadre Review Exercise. The Committee is, therefore, of the considered view that the recommendations contained in this Report, together with CBC's proposal dated 28.11.2025, may be considered comprehensively by the Government. Accordingly, the following legacy structure is recommended:

Table 16.6: Proposed Legacy Cadre Structure of the Programme Officer Cadre

S.No	Present Designation	Proposed Designation	No. of Posts
1	Deputy Director	Programme Officer Grade-I	1
2	Assistant Director	Programme Officer Grade-II	6
3	Manager	Programme Officer Grade-III	2
		Total	9

Table 16.7: Proposed Legacy Cadre Structure of the Admn. Staff Cadre

S.No	Present Designation	Proposed Designation	No. of Posts
1	Administrative Officer	Administrative Staff Grade-I	1
2	Superintendent	Administrative Staff Grade-II	3
3	Steno Grade-II /Accountant/ Technical Assistant	Administrative Staff Grade-III	8
4	UDC	Administrative Staff Grade-IV	1
		Total	13

16.32.7 The Committee recommends that the number of posts in PO and Admn. Staff Legacy Cadre shall be equal to the number of serving litigating employees covered in the finalized court cases.

16.32.8 Accordingly, the Committee recommends that the PO Legacy Cadre and the Admn. Staff Legacy Cadre may continue only for the existing serving litigant employees covered by the finalized judicial directions. The remaining employees of PO and Admn. Staff are to be merged into the proposed unified CBC cadre structure in accordance with the recommendations contained in this Report. It is also recommended that no recruitment shall be made to the Legacy Cadres and all the Legacy Cadres shall cease to exist in terms of para 16.32.2.

No. P-11011/4/2012-PPC
Govt. of India
Ministry of Information and Broadcasting
(Policy & Planning Cell)
Shastri Bhawan, New Delhi

Dated the 8th December, 2017

ORDER

Subject: Integration of DFP, S&DD and DAVP – reg.

In supersession of this Ministry's all earlier orders with regard to the integration/rationalization of the human and financial resources of DFP, S&DD and DAVP for undertaking the integrated publicity/communication campaigns, the following has been decided:

A. For Regional and Field Units:

- i) All Regional Offices/Field units of S&DD and DAVP will be subsumed in the 22 Regional Offices and 147 Field Units of DFP. Accordingly, S&DD and DAVP will have to close their existing Regional/Field Units and co-locate their Units in the Regional/Field Units closest to them. The Integrated Regional Units will be re-named as Regional Outreach Bureaus (ROBs). The Additional Director General (Region) will be the Controlling Officer for all administrative and financial matters relating to the ROB concerned.
- ii) All the 147 Field Units will be re-named as Field Outreach Bureaus (FOBs) and shall similarly have a designated head who will act as the Controlling Officer. Additional Director General (Region) concerned will be empowered to designate the Heads of respective FOBs.
- iii) For greater synergy, the concerned Additional Director General (Region) shall undertake a detailed exercise of rationalization of human and infrastructural resources of these three Media Units i.e. (DFP, S&DD and DAVP) in a phased manner for complete integration.

B. For Headquarters at Delhi:

- iv) Post integration, all the three Media Units i.e. DFP, S&DD and DAVP headquartered in Delhi will be re-named as Bureau of Outreach & Communication (BOC) which will have three divisions, namely DAVP, DFP & S&DD. BOC will have a unified command.

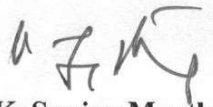
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C. For Budgetary Provisions:

- v) The existing three Media Units (DFP, S&DD and DAVP) are carrying out their publicity related activities through the budget heads under the common schemes of the Ministry i.e. Development of Communication and Information Dissemination (DCID) and Media Infrastructure Development Programme (MIDP). The present structure of the different budget components under the said Schemes will be retained with the exception that all expenditure [that is Central Sector Schemes as well as Establishment Expenditure] will be incurred with the specific approval of the Head of the BOC.
- vi) Under the integrated structure, all financial proposals regarding conduct of publicity programmes, administrative expenditure etc. of BOC, which are covered under the delegated powers, will be approved by the designated Head of the BOC. However, those proposals which are beyond the delegated powers shall be submitted to the Ministry by the Head of BOC.

D. Committee for implementation of integration:

- vii) A Committee comprising AS&FA, DG (DAVP) and JS (P&A) shall oversee the process of complete integration and delineate all financial/contractual liabilities of the respective organizations. The Committee shall also define the protocols for administrative/financial matters related to the merged entities.
- 3. The above tasks shall be completed in a time bound manner within a period of 6 months.
 - 4. This issues with the approval of HMIB and shall be applicable with immediate effect.


(K. Sanjay Murthy)
Joint Secretary (P&A)
Tel. 011-2307 3775

To,

AS&FA, DG, DAVP

All Media Units

All Officers of level of US and above in the M/o I&B

Copy to:

PS to HMIB / PS to HMSIB / PPS to Secretary (I&B) / PPS to AS (I&B)

Annexure-II

Subject: Cadre restructuring of the cadre of Staff Artists of Song and Drama Division, under Ministry of I&B- Compliance of court orders

Reference Ministry of I&B's I.D.No. 1/2(4)/08-FS(Pt.) dated 1.5.2015 on the subject cited above.

2. The proposal regarding Cadre Review of Staff Artists of Song and Drama Division under Ministry of Information & Broadcasting has been examined in this Department and the approval of Hon'ble Finance Minister is hereby conveyed to the following structure in Staff Artists Cadre of Song and Drama Division:-

Category-I Performing Artists (During 5th CPC) (w.e.f. 1.1.1996 to 31.12.2005)

Sl. No.	Name of the proposed post	Proposed strength	No. of years*	Proposed Pay scale (as per 4th, 5th and 6th CPC)	Posts identified from present cadre
1.	Artists Grade-I	$70+2^* = 72$	Retire	4 th CPC - Rs. 2000-3500 5 th CPC - Rs. 6500-10500	Copyist-2, Drama Producer-2, Dancer 13, Instructor 10, Actor 13, Actress 6, Senior Instrumentalist 6, Singer 2 and Performer 18 posts each. Total = 72
2.	Artists Grade-II	$71+3^* = 74$	15	4 th CPC - Rs. 1640-2900 5 th CPC - Rs. 5500-9000	Copyist-3, Dancer 13, Instructor 11, Actor 13, Actress 7, Senior Instrumentalist 6, Singer 2 and Performer 19 posts each. Total = 74 posts.
3.	Artists Grade-III	$107+4^* = 111$	10	4 th CPC - Rs. 1600-2660 5 th CPC - Rs. 5000-8000	Copyist-4, Dancer 15, Instructor 12, Actor 16, Actress 8, Senior Instrumentalist 10, Singer 4 and Performer 42 posts each Total = 111 posts.
4.	Artists Grade-IV	107	6	4 th CPC - Rs. 1400-2300 5 th CPC - Rs. 4500-7000	***Senior Instrumentalist 22, Singer 7 and Performer 78 posts each Total = 107 posts.
5.	Copyist	4*	6	5 th CPC - Rs. 4000-6000	
	Total	$355+13^* = 368$			

Sr. Stage Assistant Grade-I	13	Retire	4 th CPC – Rs. 1640-2900 5 th CPC – Rs. 5500-9000 6 th CPC)	Stage Manager-2, Senior Scenic Designer-1, Stage Decorator-3, Wardrobe & Green Room In-charge-1, Make-up-Man cum dresser-2, Stage Assistant-4 posts each. Total-13 posts
Sr. Stage Assistant Grade-II	14	15	4 th CPC – Rs. 1600-2660 5 th CPC – Rs. 5000-8000	Stage Decorator-3, Sound Operator-2, Make-up Man cum dresser-3, Stage Assistant-5, Training Assistant-1 posts each. Total -14 posts.
Sr. Stage Assistant Grade-III	20	10	4 th CPC – Rs. 1400-2300 5 th CPC – Rs. 4500-7000	Stage Decorator-6, Light Operator-1, Make-up Man-cum-dresser-4, Stage Assistant-8, Training Assistant-1 posts each. Total-20 posts.
Sr. Stage Assistant Grade-IV	20	6	4 th CPC – Rs. 1320-2040 5 th CPC – Rs. 4000-6000	Lineman (Sound)-3, Lineman (Light)-2, Green Room Assistant-2, Light Operator-1, Wardrobe Assistant-1, stage Assistant-9, Training Assistant-2 posts each. Total -20 posts.
Total	67			

Category-I Performing Artists (During 6th CPC) w.e.f. 1.1.2006 onwards.

Sl. No.	Name of the proposed post	Proposed strength	No. of years**	Proposed Pay scale (as per 4 th , 5 th and 6 th CPC)	Posts identified from present cadre
1.	Artists Grade-I	70+2* = 72	Retire	4 th CPC – Rs. 2000-3500 5 th CPC – Rs. 6500-10500 6 th CPC – GP in PB-2 -4600	Copyist-2, Drama Producer-2, Dancer 13, Instructor 10, Actor 13, Actress 6, Senior Instrumentalist 6, Singer 2 and Performer 18 posts each. Total = 72
2.	Artists Grade-II	71+3* = 74	15	4 th CPC – Rs. 1640-2900 5 th CPC – Rs. 5500-9000 6 th CPC – GP in PB-2-4200	Copyist-3, Dancer 13, Instructor 11, Actor 13, Actress 7, Senior Instrumentalist 6, Singer 2 and Performer 19 posts each. Total = 74 posts.
3.	Artists Grade-III@	107+4* = 111	10	4 th CPC – Rs. 1600-2660 5 th CPC – Rs. 5000-8000 6 th CPC – GP in PB-2-4200	Copyist-4, Dancer 15, Instructor 12, Actor 16, Actress 8, Senior Instrumentalist 10, Singer 4 and Performer 42 posts each Total = 111 posts.
4.	Artists Grade-IV@@	107	6	4 th CPC – Rs. 1400-2300 5 th CPC – Rs. 4500-7000 6 th CPC – GP in PB-1-2800	***Senior Instrumentalist 22, Singer 7 and Performer 78 posts each. Total = 107 posts.

Sl. No.	Name of the Proposed Post	Proposed strength	No. of years	Proposed pay scale (as per 4th, 5th and 6th CPC)	Post identified from present cadre
1.	Sr. Stage Assistant Grade-I	13	Retire	4 th CPC - Rs. 1640-2900. 5 th CPC - Rs. 5500-9000 6 th CPC - GP in PB-4200	Stage Manager-2, Senior Scenic Designer-1, Stage Decorator-3, Wardrobe & Green Room In-charge-1, Make-up-Man cum dresser-2, Stage Assistant-4 posts each. Total-13 posts
2.	Sr. Stage Assistant Grade-II	14	15	4 th CPC - Rs. 1600-2660 5 th CPC - Rs. 5000-8000 6 th CPC - GP in PB-2-4200	Stage Decorator-3, Sound Operator-2, Make-up Man cum dresser-3, Stage Assistant-5, Training Assistant-1 posts each. Total -14 posts.
3.	Sr. Stage Assistant Grade-III	20	10	4 th CPC - Rs. 1400-2300 5 th CPC - Rs. 4500-7000 6 th CPC - GP in PB-1-2800	Stage Decorator-6, Light Operator-1, Make-up Man-cum-dresser-4, Stage Assistant-8, Training Assistant-1 posts each. Total-20 posts
4.	Sr. Stage Assistant Grade-IV	20	6	4 th CPC - Rs. 1320-2040 5 th CPC - Rs. 4000-6000 6 th CPC - GP in PB-1-2400	Lineman (Sound)-3, Lineman (Light)-2, Green Room Assistant-2, Light Operator-1, Wardrobe Assistant-1, stage Assistant-9, Training Assistant-2 posts each. Total -20 posts.
Total		67			

4. The proposal will have prospective effect only and will be effective from 2.7.2015 i.e. the day Hon'ble FM has approved.

5. The file of Ministry of Information and Broadcasting's bearing No. 1/2(4)/08-FS (Vol.II) is returned herewith.

(Ravi Katyal)

Deputy Secretary (E.III Desk)

Tele : 23093290

M/o Information & Broadcasting (AS&FA), Shastri Bhawan, New Delhi
MoF, DoE, I.D.No. 2(13)/E.III Desk/2012 dated 3rd July, 2015



No. 64786/3211/2015
06/7/2015

Annex-I

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No. 2(13)/E.III Desk/2012
Ministry of Finance
Department of Expenditure
E-III Desk

Annexure-III

Sub: Contempt Petition No.90/2015 in SLP(C) No. 1629/2009 in the Hon'ble Supreme Court of India filed by Song & Drama Division Employee Association vs UOI & Ors -- reg.

Reference Ministry of Information & Broadcasting File No. 27011/9/2015-FS dated 08.10.2015.

The proposal of Ministry of Information & Broadcasting to implement the orders dated 24.09.2015 of the Hon'ble Supreme Court in Contempt Petition No.90/2015 in SLP(C) No. 1629/2009 in the Hon'ble Supreme Court of India filed by Song & Drama Division Employee Association vs UOI & Ors has been examined in this Department.

2. It is informed that as per rules and guidelines, this Department has already conveyed the approval of Hon'ble FM to the proposal of the cadre restructuring of the applicants (Staff Artists of S&DD) vide ID of even No. dated 03.07.2015, w.e.f 2.07.2015. The proposal approved by the Finance Minister had the financial implication of 6 Crores, however proposal ordered by Supreme Court has the implication of 73.7 Crores. This has been possible only because of wrong statement filed by the then Director in Supreme Court. This is very serious lapse / wilful misrepresentation of facts on the part of the then Director. Ministry of I&B is advised to take disciplinary action against the Director, as it is because of his wrong statements filed in Supreme Court that Supreme Court has ordered to give benefits amounting to 73.7 Crores to 667 employees, giving them scales/pay structure which is not in consonance with existing structure based on 5th and 6th Central Pay Commissions. Min of I & B File No M-27011/9/15-FS is returned herewith.

3. This issues with the approval of FM.

1


(Renu Sarin)
Deputy Secretary
Tel: 23092761

Ministry of Information & Broadcasting [Kind Attn: DS (Finance)] Shastri Bhawan, New Delhi, 110001

Ministry of Finance, DoE ID. No. 2 (13)/E.III Desk/ 2012 dated 26.10.2015.