



Part-II

Comprehensive Report of the Committee on Cadre Restructuring of PA/SA, LSG, HSG-II, and HSG-I posts in the Post Offices (POs), Railway Mail Service Offices (RMS) and Circle/Regional Offices



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I am sincerely thankful to all the Members of the Committee (Shri. G Natarajan, PMG, Chennai City Region, Taminadu Circle & Ms. Kaiya Arora, DPS, Mumbai region, Maharashtra Circle) for their valuable insights, active participation, and constructive contributions throughout the course of our deliberations. Their collective experience and balanced perspectives have greatly enriched the analysis and recommendations presented in this report.

I also wish to place on record my appreciation for the Co-opted Members (Shri. Chandrakantha Kamath, APMG (Staff), Circle Office, Karnataka Circle, Shri. T Ramasudhakara Rao, AD-III, Bengaluru HQ Regional Office, Karnataka Circle, Ms. C S Preethi, ASP (Estb.) and Shri. J Mohan, ASP (Vig.), Circle Office, Karnataka Circle) whose technical knowledge, field experience and close coordination with the Directorate, Circles and Staff Associations have been of immense help to the Committee. Their contribution in gathering data, validating information, and assisting in the compilation of this report deserves special mention.

I gratefully acknowledge the cooperation of the representatives of the Staff Associations and Unions, who not only submitted detailed representations but also participated in the Committee's discussions with sincerity and constructive spirit. Their views and suggestions have provided valuable insights into the operational realities and expectations of the workforce, which have been duly considered in the formulation of this report.

Finally, I wish to record my appreciation for the dedicated efforts of the officers and staff who assisted the Committee in data compilation, research, documentation and report preparation.

It is my earnest hope that the findings and recommendations contained in this report will assist the Department in shaping a more efficient, equitable and functionally robust cadre structure—one that not only addresses existing gaps but also aligns with the evolving needs of a modern, technology-driven postal ecosystem, thereby strengthening the professional excellence and service quality of India Post.

K Prakash
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CHAPTER-1

Introduction

1.1 Background and Objective of the Cadre Restructuring Proposal

1.1.1 Background of the Department of Posts

The Department of Posts (India Post), under the Ministry of Communications, is one of the largest and oldest government organizations in India. Today, it operates the largest postal network in the world with 1,64,987 post offices, nearly 90% of which are in the rural areas. For administrative purposes, the network is divided into 23 Postal Circles and 54 Regions, further subdivided into Postal and Railway Mail Service (RMS) Divisions¹.

India Post's mission is to remain the most accessible and trusted public service platform, delivering mail and parcel services, financial products through POSB, PLI and RPLI, and new-age banking solutions via the India Post Payments Bank (IPPB). It also plays a key role in Direct Benefit Transfer (DBT), disbursing social security payments, MGNREGA wages, and other government schemes even in the remotest areas.

In recent years, the Department has undertaken major IT modernization projects, including Core Banking and Parcel Network Optimization, which have enhanced efficiency and widened service scope. Yet, the expanding functional domains have also highlighted challenges in cadre structure, particularly in maintaining operational efficiency while ensuring career progression.

Within this vast network, the Department manages a Railway Mail Service (RMS) setup of 69 Divisions and nearly 400 operational units such as Mail Offices, HROs/SROs, and Parcel Hubs, which form the backbone of mail and parcel transmission. Similarly, the 23 Circle Offices and 54 Regional Offices serve as key administrative and policy coordination centres. With technology-driven operations and the growth of e-commerce and DBT responsibilities, the scale and complexity of work in RMS and CO/RO has expanded considerably, underscoring the need for a more robust supervisory framework.

¹ [Annual Report- 2024-25 \(Department of Posts\)](#)

1.1.2 Evolution of Cadre Restructuring for PA/SA Cadres in the Department

The Cadre restructuring in the Department of Posts has been a long-standing policy exercise, aimed at balancing functional requirements with the legitimate career aspirations of employees.

The earlier efforts, such as the Shri V. P. Singh Committee (2014)², highlighted the disproportionate ratio between operative and supervisory staff (87% operative vs. 13% supervisory) and recommended a revised 65% operative and 35% supervisory structure to address stagnation and limited promotional opportunities. Based on these recommendations, cadre restructuring was implemented for Postal Assistants in 2016³.

However, when the same framework was extended to the Railway Mail Service (RMS), Savings Bank Control Organisation (SBCO), and Circle/Regional Offices (CO/RO), the Department of Expenditure (DoE) sought detailed functional justifications for each proposed upgradation. Despite repeated references, approval was withheld in the absence of adequate justification.

Given its vast network and expanding portfolio, the Department increasingly relies on RMS units and CO/RO offices for core mail operations, administrative coordination, technology adoption, and implementation of government programmes. Yet, the cadre composition in these units has remained heavily weighted towards operative posts, with limited supervisory strength. This imbalance has led to stagnation in promotions, uneven distribution of responsibilities and functional gaps—necessitating a comprehensive restructuring exercise to align supervisory posts with present-day operational and administrative needs.

To address this gap, successive Committees—including the Charles Lobo Committee (2019–2021)⁴—were tasked with providing functional justifications specific to RMS, SBCO, and CO/RO cadres, taking into account IT modernization, expansion of parcel business, and DBT handling as new and evolving challenges.

² [Shri. V P Singh Committee Report \(2014\) - No. 17-49/2014-GDS dated 27.08.2014](#)

³ [Implementation of Cadre Restructuring in Postal Side - No.25-04/2012-P.E.I dated 27.05.2016](#)

⁴ [Report of the Committee constituted to workout the functional justification and make recommendation for the utilization of the posts which have been proposed to be created by upgradation in LSG, HSG-II, HSG-I & HSG-I \(NFG\) Grades in RMS, SBCO and CO/RO](#)

1.1.3 Formation of the Committee

Recognising the persisting need for cadre restructuring and the requirement of DoE for detailed justifications, the Department of Posts constituted a fresh Cadre Restructuring Committee vide Office Order No. [Q-25/18/2025-PE-I-DOP dated 03.06.2025⁵](#), later reconstituted on 12.06.2025⁶, then again on 15.07.2025⁷.

The revised composition of the Committee is as follows:

1. Shri K. Prakash, Chief Postmaster General, Karnataka Circle **(Chairperson)**
2. Shri G. Natarajan, Postmaster General, Chennai City Region, Tamil Nadu Circle **(Member)**
3. Ms. Kaiya Arora, DPS, Mumbai Region, Maharashtra Circle **(Member)**

The Committee has also been empowered to co-opt additional officers as required to support its work. The Committee has since held multiple meetings with participation from the Directorate, staff associations, and field formations.

1.1.4 Objectives of the Committee

The objectives of the present cadre restructuring exercise are:

- I. **Restructuring and review of cadres** – To undertake a composite cadre review and propose restructuring in the Postal Assistants/Sorting Assistants (PA/SA), Lower Selection Grade (LSG), Higher Selection Grade-II (HSG-II), and Higher Selection Grade-I (HSG-I) posts in Postal, RMS and Circle/Regional Offices in line with functional requirements and future needs.
- II. **Pyramidal structure** – To evolve a clear and pyramidal structure that ensures functional efficiency at each level and adequate promotional avenues, maintaining a suitable ratio between feeder and promotional grades.
- III. **Functional justification** – To provide functional justification for supervisory posts in emerging and specialized areas such as Parcel Hubs, BNPL/BPC centres, Integrated Delivery Centres (IDCs), Mails Marketing roles, and IT-enabled monitoring functions.
- IV. **Safeguarding feeder cadres** – To ensure that restructuring does not adversely affect the strength and promotional prospects of feeder cadres.
- V. **Financial viability** – To assess the financial implications realistically and link them with efficiency gains, improved supervision, and better service quality.

⁵ [Genesis of the CRC Committee \(2025\): Q-25/18/2025-PE-I-DOP dated 03.06.2025](#)

⁶ [First Reconstitution of CRC Committee: Q-25/18/2025-PE-I-DOP dated 12.06.2025](#)

⁷ [Final Reconstitution of CRC Committee: Q-25/18/2025-PE-I-DOP dated 15.07.2025](#)

VI. **Policy compliance** – To align proposals with guidelines of Department of Personnel & Training (DoPT) and Department of Expenditure (DoE).

1.1.5 Terms of Reference (ToR) of the Committee

As per the Directorate's initial letter dated 03.06.2025⁸, the Committee's Terms of Reference are:

- I. Study the existing structure of PA/SA, LSG, HSG-II & HSG-I posts of Railway Mail Service (RMS) and Circle/Regional Offices.
- II. Make Recommendation for Cadre Restructuring of PA/SA, LSG, HSG-II & HSG-I posts of Railway Mail Service (RMS) and Circle/Regional Offices in accordance with the guidelines issued by DoPT/ Department of Expenditure on the subject.

The committee was given three months to submit its report/recommendations to the Member (Personnel) within a period of 3 months.

Subsequently, the Terms of Reference were revised vide directorate letter dated 21.08.2025⁹, and the Committee was tasked to undertake a Composite Cadre Review of PA/SA, LSG, HSG-II and HSG-I grades in Post Offices (PO), Railway Mail Service (RMS), and Circle/Regional Offices (CO/RO). The revised Terms of Reference are as follows:

- I. Study the existing structure and job description of PA/SA, LSG, HSG-II & HSG-I posts in Post Offices, Railway Mail Service and Circle/ Regional Offices.
- II. Make Recommendation for Cadre Restructuring of PA/SA, LSG, HSG-II & HSG-I grades in Post Offices, Railway Mail Service, Circle/ Regional Offices, in accordance with the guidelines issued by the DoPT/ Department of Expenditure on the subject.

An extension of one month, beyond the originally stipulated period of three months, was granted to the Committee for submitting its report with recommendations to the Directorate.

The Committee vide letters dated 30.09.2025¹⁰ & 15.10.2025¹¹ have sought additional time till 27.10.2025 for submitting its recommendations.

⁸ [Q-25/18/2025-PE-I-DOP dated 03.06.2025](#)

⁹ [Q-25/18/2025-PE-I-DOP dated 21.08.2025](#)

¹⁰ [ESA/9-144/CadreRestructuringCommittee/2025 dated 30.09.2025](#)

¹¹ [ESA/9-144/CadreRestructuringCommittee/2025 dated 15.10.2025](#)

1.2 Methodology

The Committee adopted a data-driven and consultative approach in formulating its recommendations. Detailed cadre-wise data on sanctioned strength, vacancies, stagnation, workload, and functional requirements was collected from Circles and analysed systematically to ensure evidence-based proposals. Alongside, the Committee engaged in structured consultations with Directorate divisions, field officers, and recognized staff unions/associations and field units to incorporate diverse perspectives and ensure that the restructuring exercise is both functionally sound and broadly acceptable.

The approach also factored in multiple dimensions of the Department's evolving environment—including large-scale IT modernisation, expansion of parcel and logistics business, and the growing role of India Post in financial inclusion and government service delivery. Importantly, the changing profile of new recruits, particularly Postal Assistants/Sorting Assistants (PAs/SAs) under the revised Recruitment Rules of 2022, was considered. With a minimum entry requirement of a bachelor's degree, the incoming workforce is more technologically proficient and adaptable to new business and operational challenges. The methodology therefore emphasised aligning supervisory structures not only with present workloads but also with the future-readiness of the Department in a competitive environment.

1.2.1 Data Collection from the Circles

As part of this exercise, the Committee, through the Establishment Division of the Directorate, initiated a systematic data collection process covering RMS units and Circle/Regional Offices (CO/RO). This exercise sought to capture correlations between the number and type of offices, sanctioned strength, working strength, vacancies, and stagnation profiles of officials. By analysing these parameters together, the Committee aimed to identify structural imbalances, assess promotional bottlenecks, and understand the distribution of supervisory roles across different functional units. This evidence base is intended to guide objective recommendations for cadre restructuring that are both functionally justified and aligned with long-term organisational requirements.

1.2.2 Stakeholder Representations

The Committee recognised the importance of incorporating the perspectives of staff side representatives and associations in the restructuring exercise. Accordingly, representations received from various stakeholder organisations were carefully examined. These submissions were studied, analysed, and deliberated upon by the Committee members and co-opted officers, with due consideration given to both the functional justification and the career aspirations highlighted therein. The inputs received through this process have been factored into the Committee's approach, ensuring that the recommendations reflect a balanced view of organisational requirements and staff concerns.

1.2.3 Consultations with Stakeholder Groups

In addition to written representations, the Committee, in coordination with the Directorate, has held direct consultations with stakeholder groups including staff unions and associations. These interactions, conducted in physical mode, provided an opportunity to understand first-hand the perspectives, apprehensions, ideas, proposals, and grievances of the staff side. Such engagements allowed the Committee to clarify doubts, explain the objectives of the restructuring exercise, and capture field-level realities that may not be reflected in data alone. The inputs gathered through these consultations form an important part of the deliberative process and will contribute to ensuring that the final recommendations are both practical and broadly acceptable.

1.2.4 Independent Study and Committee Deliberations

Alongside data collection and stakeholder consultations, the members of the Committee undertook independent research and study, followed by detailed deliberations during Committee meetings. Several meetings, including through virtual mode, were convened to examine the issues from both the departmental perspective and the staff perspective. The members reviewed previous committee reports, studied the roles of Postal Assistants, Sorting Assistants, LSG and HSG officials in RMS and CO/RO administrative offices, and analysed the earlier cadre restructuring of Postal Assistants on the Postal side. The Committee also deliberated upon various ratios of supervisory to operative staff, taking into account workload patterns, type of office, and nature of duties involved. These discussions provided a well-rounded basis for developing balanced and functionally justified recommendations.

1.3 Structure of the Report

For clarity and ease of reference, the Report of the Committee has been organised into the following sections:

- I. **Study of Previous Cadre Restructuring Proposals** – reviewing earlier Cadre Restructuring exercises such as the Shri. V. P. Singh Committee (2014), the restructuring implemented for Postal Assistants in 2016, and subsequent reviews including the review by Shri. Charles Lobo Committee (2019–21).
- II. **Summary of the Committee's Internal Meetings** – providing an account of the discussions and deliberations held among members and co-opted members.
- III. **Summary of Stakeholder Representations** – outlining the key points received from various unions, associations, and other stakeholders through written submissions.

- IV. **Summary of Stakeholder Consultations** – capturing the views, suggestions, and concerns expressed during direct consultations with staff associations and unions.
- V. **Data Analysis and Research** – presenting the analysis of data collected from Circles on RMS and CO/RO offices, along with other relevant studies and past committee reports.
- VI. **Final Observations of the Committee** – highlighting the consolidated findings and perspectives emerging from the Committee’s examination.
- VII. **Recommendations of the Committee** – setting out the Committee’s proposed framework for cadre restructuring, based on functional justification, data analysis, and stakeholder feedback.

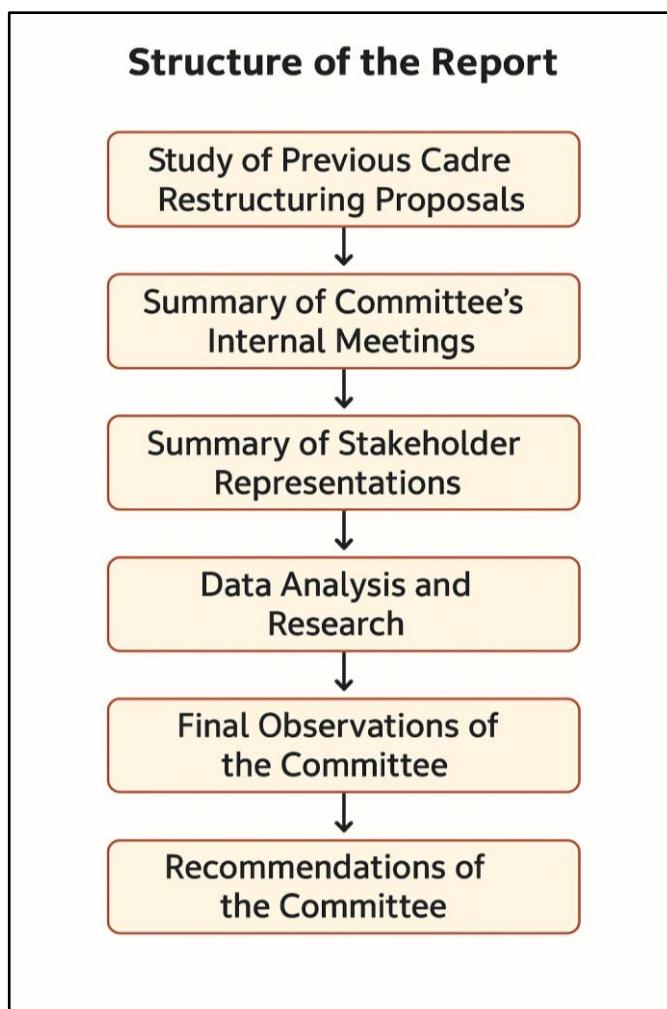


Figure 1. Structure of the Report

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CHAPTER-2

Study of Previous Committee Reports

2.1 Shri. V.P. Singh Committee Report (2014)¹²

A Committee under Shri. V P Singh was constituted to examine the cadre restructuring of Group 'C' employees in the Department of Posts. The Committee studied the TBOP and BCR promotional schemes, as well as the subsequent Modified Assured Career Progression Scheme (MACPs), and reviewed the pay structures introduced under the 6th Central Pay Commission. It defined the attributes of an ideal cadre, emphasising balanced promotional avenues, functional efficiency, and uniformity across categories .

The Committee also examined norms for calculation of supervisory posts in Post Offices and RMS, classification of offices, recruitment rules, and anomalies in promotional hierarchies. In its deliberations, it consulted the staff side on demands such as nomenclature changes, upgradation of certain posts, creation of new supervisory positions, and proposals for separate cadres for System Administrators, Marketing Executives, and PO & RMS Accountants, as well as the merger of four Group B posts on the officers' side. Each of these demands was carefully analysed, with the Committee recording its observations and recommendations .

Ultimately, the Committee recommended a revised cadre ratio of 65% operative posts and 35% supervisory posts, in place of the prevailing 87:13 ratio, to reduce stagnation and improve promotional opportunities. It further advised that the Establishment Division of the Directorate work out detailed supervisory-to-operative ratios for RMS, SBCO, and CO/RO cadres. These recommendations were accepted and implemented on the Postal side in 2016, but their extension to RMS, SBCO, and CO/RO was held up at the Department of Expenditure for want of functional justification.

TBOP (1983)	1st upgradation at 16 years.
BCR (1991)	2nd upgradation at 26 years.
MACP (2008)	Universal scheme across Govt, replacing TBOP/BCR, with 3 upgradations at 10, 20, 30 years.

¹² [Establishment Division Letter No. 17-49/2014-GDS dated 27.08.2014](#)

TBOP/BCR/MACP Schemes			
1. TBOP (Time Bound One Promotion)			
• Introduced: 30.11.1983 (specific to Department of Posts).	• Purpose: To address stagnation in promotions for Postal Assistants/Sorting Assistants (PAs/SAs) and other Group-C cadres.	• Provision: Officials who completed 16 years of regular service without getting a promotion were granted one financial upgradation to the next higher grade (without change in designation).	• Nature: Considered a financial promotion but counted as regular promotion at the time.
2. BCR (Biennial Cadre Review)			
• Introduced: 01.10.1991 (again in DoP for Group-C cadres).	• Purpose: To further reduce stagnation beyond TBOP.	• Provision: Officials who completed 26 years of regular service (and already availed TBOP at 16 years) were granted a second financial upgradation .	• Nature: Like TBOP, it was originally treated as promotion , not just financial upgradation.
3. MACP (Modified Assured Career Progression Scheme)			
• Introduced: 01.09.2008 (after the 6th Central Pay Commission).	• Applies to: All Central Government employees (including DoP), replacing TBOP and BCR.	• Provision: Ensures 3 financial upgradations in an employee's career if regular promotions are not received: <ul style="list-style-type: none"> ○ 1st MACP after 10 years of regular service, ○ 2nd MACP after 20 years, ○ 3rd MACP after 30 years. 	• Nature: Purely financial upgradations to the next Grade Pay (later Pay Matrix Level under 7th CPC); does not count as regular promotion .

Table 1. TBOP/BCR/MACP Schemes

Scheme	TBOP (Time Bound One Promotion)	BCR (Biennial Cadre Review)	MACP (Modified Assured Career Progression)
Introduced	30.11.1983 (DoP specific)	01.10.1991 (DoP specific)	01.09.2008 (6th CPC, all CG employees)
Eligibility / Service Condition	After 16 years of regular service without promotion	After 26 years of regular service (post-TBOP)	10, 20, and 30 years of regular service (if no promotion received)
No. of Upgradations	1st (at 16 years)	2nd upgradation (at 26 years)	3 upgradations (10 → 20 → 30 years)
Nature	Treated as promotion (not just financial)	Also treated as promotion	Financial upgradation only (not a promotion)
Applicability	Postal Assistants / Sorting Assistants and other Group-C cadres	Postal Assistants / Sorting Assistants and other Group-C cadres	All Central Government employees, including DoP

Table 2. Comparison Table: TBOP/BCR/MACP Schemes

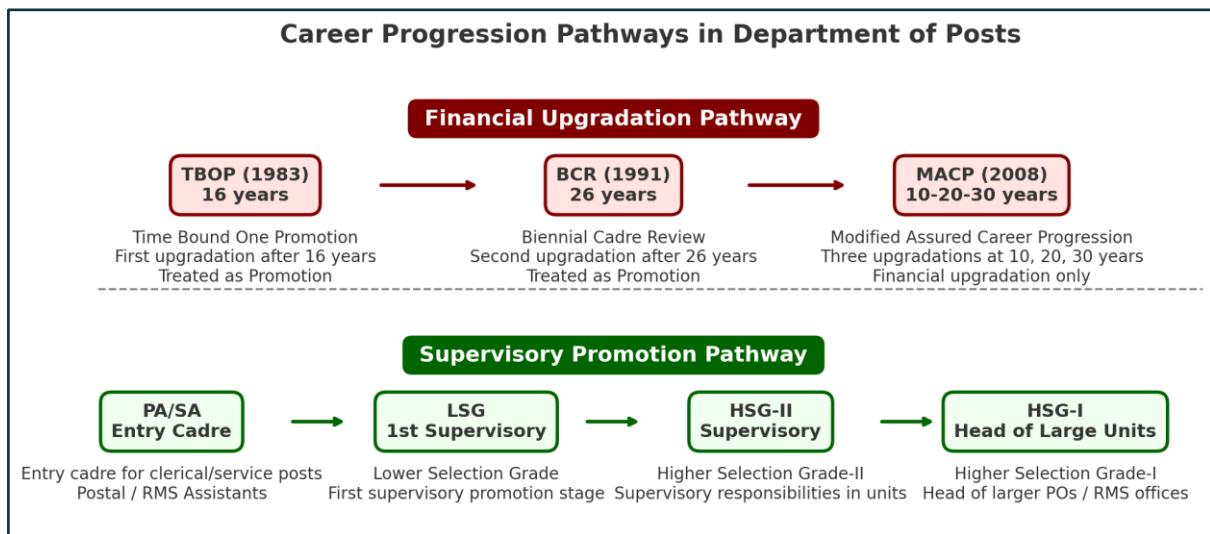


Figure 2. Career Progression Pathways in Department of Posts

2.2 Implementation of Cadre Restructuring in Postal Side (2016)¹³

Following the recommendations of the Shri V. P. Singh Committee (2014), cadre restructuring was implemented in the Postal side w.e.f. May 2016 for Postal Assistants and supervisory cadres (LSG, HSG-II, HSG-I). The implementation sought to address promotion stagnation and align the cadre ratio closer to the 65:35 operative-to-supervisory benchmark.

Key features of implementation included:

- I. Creation of new supervisory posts in LSG, HSG-II, and HSG-I to provide higher promotional avenues to PAs.
- II. Reclassification of Post Offices based on workload norms, resulting in upgradation of a large number of single and double-handed offices into LSG posts.
- III. Strengthening of HSG-II and HSG-I by earmarking them for bigger offices (Head POs, large Sub-Offices, and RMS units where applicable).
- IV. Introduction of Non-Functional Higher Grade (NFHG) in HSG-I, enabling time-bound placement for officials stagnating at the top supervisory level.
- V. Revised cadre ratios: operative posts (PAs) reduced and supervisory posts increased, in line with the 65:35 principle.

The restructuring provided immediate promotional relief to a large number of Postal Assistants, many of whom had remained in the same grade for decades. It also

¹³ PE-I Section (Directorate) Letter No. 25-04/2012-P.E.I dated 27.05.2016

created a clearer career ladder within the Postal side, ensuring that the supervisory chain of LSG → HSG-II → HSG-I was functionally staffed.

However, the implementation was confined only to the Postal wing, while similar restructuring proposals for RMS, SBCO, and CO/RO were held back by the Department of Expenditure pending detailed functional justification. This divergence created an imbalance, with the Postal side benefiting from promotional avenues, while stagnation continued in the other wings.

2.3 Review Committee on Cadre Restructuring (2017)¹⁴

Subsequent to the implementation of cadre restructuring in the Postal side in 2016, a number of Circles faced difficulties and sought clarifications on various aspects of the orders—such as norms for identifying upgraded LSG posts, distribution of posts across Divisions, fixation of Leave Reserve strength, and operation of Non-Functional Grade (NFG) in HSG-I. To address these issues, the Directorate constituted a Review Committee vide Office Order No. 25-04/2012-PE-I dated 09 June 2017, under the chairmanship of Shri Charles Lobo, CPMG, Karnataka Circle, with Ms. Smriti Sharan, DDG (Estt.), Shri J.T. Venkateswarlu, PMG (Mails & BD), Chennai, and Shri Ganesh V. Sawaleshwarkar, PMG, Pune Region, as members.

The Review Committee was mandated to examine the implementation challenges and propose uniform procedures for applying the 2016 cadre restructuring orders across Circles. After detailed consultations, including discussions with staff representatives, the Committee submitted its report on 22 September 2017. Based on its recommendations, the Directorate issued comprehensive implementation instructions vide letter dated 10 November 2017.

Key features of the accepted recommendations included:

- I. **Uniform identification of upgraded posts:** All SPM posts in B- and C-class offices were to be upgraded to LSG; A-class and norm-based LSG offices to HSG-II; and surplus LSG posts distributed as per functional requirements.
- II. **Clarification on special categories:** Treasurer, System Administrator, Marketing Executive, and PLI Development Officer posts were not treated as cadre-specific. Foreign Post staff (except Mumbai FP) were covered under restructuring, while RLO staff were excluded.
- III. **LSG cadre structure:** The Committee recommended that the LSG should remain a Circle cadre, avoiding divisionalisation that could lead to disparities in promotional opportunities between divisions.

¹⁴ [Constitution of Committee to review the Cadre Restructuring orders of Postal Group 'C' Employees - No.25-04/2012-PE-I dated 09.06.2017](#)

- IV. **Identification of HSG-I (NFG) posts:** Only 10 percent of HSG-I posts were approved for placement in the NFG scale. Until formal identification, Circles could extend NFG benefits temporarily based on seniority.
- V. **Leave Reserve strength:** LR strength was to be recalculated based on the combined PA and LSG posts, recognising that many LSG officials would continue to perform operative duties.
- VI. **Date of effect:** Promotions under restructuring were to be effective retrospectively from 27 May 2016, the date of the original orders.

The 2017 Review Committee thus played a crucial role in standardising the application of the 2016 restructuring orders, ensuring consistency across Circles, and laying the foundation for later functional reviews—culminating in the 2019–2021 Committee's more comprehensive study on RMS, SBCO, and CO/RO cadres.

2.4 Shri. Charles Lobo Committee Report (2019–2021)¹⁵

To address the gaps left after cadre restructuring was implemented in the Postal side (2016) but held back in RMS, SBCO, and CO/RO, the Department constituted the Committee under the chairmanship of Shri Charles Lobo, then Member (Operations). The Committee was tasked with providing functional justification for cadre restructuring in these segments, in line with the Department of Expenditure's directions.

Key areas studied by the Committee included:

- I. **Functional roles in RMS, SBCO, and CO/RO:** Mapping duties of Sorting Assistants, Supervisors (LSG/HSG-II/HSG-I), and administrative staff to justify the need for supervisory posts.
- II. **Workload and operational changes:** Impact of declining letter-mail volumes, rise of parcel and logistics business, and IT-driven processes in RMS offices.
- III. **Stagnation profiles:** Analysis of career progression bottlenecks for officials in RMS and CO/RO, highlighting lack of promotional avenues compared to Postal side counterparts.
- IV. **Recruitment Rules (RRs):** Examination of the Recruitment Rules for all the cadres and its grades.

¹⁵ [Report of the Committee constituted to workout the functional justification and make recommendation for the utilization of the posts which have been proposed to be created by upgradation in LSG, HSG-II, HSG-I & HSG-I \(NFG\) Grades in RMS, SBCO and CO/RO](#)

V. **Staff-side representations:** Considered demands for creation of new roles (e.g., System Administrators, Marketing Executives, Accountants) etc.,

Recommendations and Observations:

- I. Recognised the need to rationalise cadre ratios for RMS and CO/RO on the same lines as the Postal side, while factoring in differences in functional roles.
- II. Stressed functional justification for each supervisory post, linked to workload in mail offices, hubs, and administrative units.
- III. Recommended protection of feeder cadres (PAs/SAs) to avoid weakening the operational base while creating supervisory positions.
- IV. Suggested strengthening of supervisory posts in parcel hubs, BNPL/BPCs, and new business verticals to meet modernisation and market demands.
- V. Emphasised the importance of career growth parity between Postal and RMS/CO/RO staff, noting growing discontent due to imbalance.

While the Charles Lobo Committee provided detailed inputs, its proposals required further refinement to fully satisfy the Department of Expenditure's criteria. Consequently, the matter was kept pending, eventually leading to the constitution of the present CRC Committee (2025) to consolidate data, consult stakeholders afresh, and prepare a comprehensive, functionally justified proposal.

Issue Studied	Observations	Recommendations
Cadre imbalance in RMS & CO/RO	The postal side benefited from CR (2016), but RMS/CO/RO stagnation persisted.	Extend restructuring to RMS & CO/RO with balanced cadre ratios.
Workload & operational changes	Decline in letter-mail, rise in parcels/logistics, IT-driven operations in RMS offices.	Create supervisory posts in parcel hubs, BNPL/BPCs, and digital units.
Stagnation profiles	Officials lacked promotional avenues compared to the Postal side.	Align promotional avenues with the Postal side to maintain parity.
Recruitment Rules (2022)	Entry cadre upgraded (Bachelor's degree minimum); workforce more tech-savvy.	Structure posts to leverage skills of new entrants and meet modernisation needs.
Staff-side representations	Demands for new cadres (System Admin, MEs, Accountants).	Consider functional roles carefully; protect feeder cadres while rationalising posts.

Table 3. Key Observations and Recommendations by Shri. Charles Lobo Committee

CHAPTER-3

Summary of the Committee's Internal Meetings

The Committee on Cadre Restructuring of PA/SA, LSG, HSG-II and HSG-I cadres in RMS and CO/RO has held multiple meetings since its constitution in June 2025. These meetings were conducted in both physical and virtual mode and provided a platform for members to review past proposals, examine present requirements, and chart a structured methodology for preparing recommendations. The deliberations focused on striking a balance between functional justification, promotional avenues for staff, and organisational efficiency.

3.1 First meeting of Committee Members (13.06.2025)¹⁶

The inaugural meeting of the Committee was held on 13 June 2025 in hybrid (virtual and physical) mode under the chairmanship of the Chief Postmaster General, Karnataka Circle. The meeting marked the formal commencement of the Committee's work.

Key highlights:

- I. The Committee reviewed its Terms of Reference and noted the three-month timeline for submission of recommendations.
- II. It was recorded that the Committee was empowered to co-opt officers for support; accordingly, the following officers were co-opted:
 - A. Shri. Chandrakantha Kamath, APMG (Staff), O/o Chief Postmaster General, Karnataka Circle;
 - B. Shri. T Ramasudhakara Rao, AD-III, O/o PMG, Bengaluru HQ Region;
 - C. Ms. C S Preethi, ASP (Estb.), O/o Chief Postmaster General, Karnataka Circle;
 - D. Shri. Mohan J, ASP(Vig), O/o Chief Postmaster General, Karnataka Circle
- III. A Coordination Cell at the Circle Office, Bengaluru was established to assist the Committee in data collection and correspond with the Directorate.
- IV. The Committee resolved to adopt a data-driven methodology, covering sanctioned and working strength, vacancy position, stagnation profile, pay levels, and promotion timelines.
- V. The importance of functional justification for every supervisory post was underscored, in line with DoE requirements.

¹⁶ [Minutes of First CRC Committee Meeting: 13-06-2025](#)

- VI. It was agreed to study previous reports (V. P. Singh and Charles Lobo Committees) and incorporate learnings.
- VII. The Committee identified the need for office-level work studies in both high-volume (Parcel Hubs, NSHs, FPOs) and low-volume (L2 Hubs, smaller RMS units) establishments to validate role structures.
- VIII. Consultations with staff associations and unions were considered essential to capture the staff perspective alongside departmental needs.

This meeting essentially mapped out the Committee's approach: a blend of data analysis, functional assessment, stakeholder consultation, and field validation.

3.2 Second meeting of Committee Members (25.07.2025)¹⁷

The second meeting was held on 25 July 2025, also in hybrid mode, to review progress and deliberate on emerging issues.

Key highlights:

- I. The Committee noted the reconstitution of membership vide Directorate's order dated 15.07.2025.
- II. Representations from staff associations and unions were reviewed; it was decided these would be categorised, analysed, and deliberated upon in detail in subsequent sittings.
- III. Focus was placed on ensuring parity with the Postal side, where cadre restructuring had been implemented in 2016, and on reducing disparities in promotional avenues between RMS/CO/RO and Postal staff.
- IV. The Committee examined the role and distribution of Sorting Assistants, and discussed strengthening supervisory cadres in RMS and CO/RO to match functional requirements.
- V. Specific emphasis was given to supervisory needs in BNPL Centres, Business Post Centres, Integrated Delivery Centres (IDC), and Parcel operations.
- VI. The idea of creating a common cadre from LSG upwards was discussed to ensure uniformity, efficiency, and smoother progression.
- VII. It was agreed to conduct structured consultations at Dak Bhawan, engaging Directorate divisions and staff associations.
- VIII. Additional issues such as the designation of Senior Sorting Assistants, cross-functional deployment, and use of officials in marketing and IT-related roles were flagged for further study.

This meeting marked a transition from broad planning in the first session to issue-specific deliberations and review of stakeholder inputs.

¹⁷ [Minutes of Second CRC Committee Meeting: 25-07-2025](#)

3.3 Third meeting of Committee Members (16.09.2025)¹⁸

The third meeting of the Committee on Comprehensive Cadre Review/Restructuring of PA/SA, LSG, HSG-II & HSG-I posts in Post Offices, Railway Mail Service (RMS) Offices, and Circle/Regional Offices was held on 16.09.2025 in physical mode at the Office of the Chief Postmaster General, Karnataka Circle. The meeting was chaired by the Chief Postmaster General, Karnataka Circle, and attended by Committee Members and Co-opted Members. The deliberations focused on reviewing functional structures, addressing cadre stagnation, and exploring structural and operational reforms to ensure balanced promotional avenues and organisational efficiency across all streams.

Key highlights:

- I. **Review of Representations:** The Committee acknowledged and discussed the representations submitted by various unions and associations, focusing on inter-cadre disparities, stagnation in RMS and CO/RO cadres, and parity in promotional avenues.
- II. **Functional Justification & Work Description:** Members stressed the importance of defining work descriptions for each category to provide a functional basis for any proposed restructuring or post enhancement.
- III. **Sensitive Roles:** The Committee noted the need to highlight sensitive duties such as UPSC/NEET examination handling, cash management, Bulk Customer operations, and control functions in RMS, MMS, and CO/ROs while determining supervisory requirements.
- IV. **Norms and Guidelines:** DoPT's Non-Functional Grade (NFG) guidelines and potential one-time RR relaxations were identified for further detailed examination to address stagnation and anomalies.
- V. **Structural Observations:** Postal side shows around 34% supervisory strength; no major increase required but feeder-grade ratios to be rationalized (suggested ratio 1:3:9:27). RMS and CO/RO sides face significant pyramid distortions and long-pending vacancies.
- VI. **Service-Related Issues:** Financial disincentives on promotion and MACP loss risks were noted. Mission Karmayogi was recognized as a potential enabler for developing a unified competency framework across clerical cadres.
- VII. **Emerging Functional Needs:** The Committee acknowledged the evolving business and IT-enabled environment (IDCs, DDD, NDD) requiring redefined duties and cross-functional capabilities.
- VIII. **Cadre Merger Concept:** A possible "Associate Cadre" merger model was discussed to enable parity, mobility, and cross-functional exposure, replacing mere hierarchical upgradation.

¹⁸ Minutes of Third CRC Committee Meeting: 16-09-2025

- IX. **Supervisory Ratio Proposals:** Indicative ratios discussed—RMS: 16.66% and CO/RO: 20%—subject to validation through functional study.
- X. **Recruitment & Training Reforms:** The need for a unified recruitment framework, common training, and seniority norms was emphasized if merger or restructuring proposals are implemented.
- XI. **Financial Implication:** It was further agreed that any recommendations proposed should conform to Department of Expenditure (DoE) guidelines and should not entail significant additional financial implications for the Department.
- XII. **Next Steps:** Committee to continue data analysis, conduct field visits, validate functional studies, and draft recommendations within the prescribed timeline.

3.4 Study Visit to various offices (16.09.2025)

The Chairperson, along with co-opted members, undertook a study visit on 08.10.2025 to the NSH-Bengaluru, TMO, BNPL Centre, IDC, and Bengaluru GPO located within the Bengaluru GPO building. The objective of the visit was to examine the business processes, manpower distribution, operational requirements, and the nature of supervisory work in these offices.

Key highlights:

- I. In NSH and TMOs, the core function pertains to sorting and connecting bags for transmission lines, which operate in multiple sets. These units already experience considerable workload pressure due to manpower shortages. While the need for supervision is evident, it was felt that an excessive increase in supervisory posts may not be necessary. Instead, supervisory mechanisms should be streamlined to ensure timely sorting and connection of articles to their destination routes.
- II. In IDCs, it was noted that officials and supervisors from the RMS side could also be effectively utilized given their experience and expertise in sorting operations.
- III. At the BNPL Centre, effective supervision and regular follow-up with major customers were found to be essential for ensuring timely invoicing, prompt dispatch of bags to Mail Offices, and overall service efficiency.
- IV. In the Post Office visited, the existing supervisory strength was found to be adequate and functionally balanced.
- V. The Committee also noted that supervisory posts across these units should be assigned a defined operational component in addition to their supervisory duties, as pure supervisory roles without hands-on operational involvement appear less effective in the current functional context.

3.5 Fourth meeting of Committee Members (16.10.2025)¹⁹

The fourth meeting of the Committee on Comprehensive Cadre Review/Restructuring of PA/SA, LSG, HSG-II & HSG-I posts in Post Offices, Railway Mail Service (RMS) Offices, and Circle/Regional Offices was held on 16.10.2025 in hybrid mode at the Office of the Chief Postmaster General, Karnataka Circle. The meeting, chaired by the Chief Postmaster General, Karnataka Circle, was convened to finalise the Committee's recommendations following a comprehensive review of cadre structures across Postal, RMS, and CO/RO streams.

The deliberations of the Committee culminated in a set of final recommendations, which are presented in detail in Chapter 8 of this report.

3.6 Concluding Summary

Since its constitution in June 2025, the Committee adopted a systematic and consultative approach to cadre restructuring across RMS and CO/RO establishments. Through successive meetings, it evolved from defining the scope and methodology to addressing field realities and inter-cadre parity. A data-driven and functionally grounded approach—combining analysis of sanctioned strength, vacancies, and promotion patterns with insights from field inspections and stakeholder consultations—ensured that the recommendations were both evidence-based and practical.

Recurring themes included balancing supervisory strength with workload, introducing operational components in supervisory roles, rationalising feeder-grade ratios, and ensuring parity with the Postal side. The Bengaluru field study at NSH, TMO, BNPL Centre, IDC, and GPO reinforced these findings, highlighting the need for optimal supervisory deployment, stronger accountability, and integration of RMS experience into new functional units. These efforts laid a sound foundation for final recommendations that are functionally justified, financially sustainable, and structurally coherent across all streams.

¹⁹ [Minutes of Fourth CRC Committee Meeting: 16-10-2025](#)

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CHAPTER-4

Summary of Stakeholder Representations

In the course of the present Cadre Restructuring exercise, wide-ranging representations were received from National Level Unions, Federations, Associations, and also from individual employees. Prominent among them were the All India Postal Administrative Offices Employees Union (AIPAOE), All India RMS & MMS Employees Union (AIRMS), Bharatiya Postal Administrative Offices Employees Union (BPAOEU), Bharatiya Postal Employees Federation (BPEF), Bharatiya Postal RMS Administrative Staff Association (BPRASA), Bharatiya RMS Employees Union (BRME), National Association of Postal Employees (NAPE), and the National Union of RMS & MMS Employees (NURC). In addition, Shri H. M. Raju, an individual employee, also submitted his views. Several of these organisations furnished multiple memoranda at different stages of consultation, highlighting functional requirements, issues of stagnation, parity across cadres, and promotional avenues. These diverse submissions formed an important source of input for the Committee, ensuring that the voices of both organised staff bodies and individual officials were taken into account in shaping the recommendations.

Union/ Individual	Representations		
AIPAOE	19-08-2025	25-09-2025	
AIRMS	19-08-2025	14-09-2025	
BPAOEU	22-08-2025	16-09-2025	21-10-2025
BPEF	17-09-2025		
BPRASA	12-07-2025	17-09-2025	22-09-2025
BRME	-	16-09-2025	
FNPO	22-10-2025		
NAPE	-	16-09-2025	
NURC	19-08-2025, 19-09-2025	06-10-2025, 10-10-2025	11-10-2025, 19-10-2025
Shri. H M Raju	26-08-2025		

Table 4. Representations submitted by Staff Associations/Unions and other Stakeholders

4.1 Representations from AIPAOE

The All India Postal Administrative Offices Employees Union (Group C including MTS), representing officials of Circle and Regional Offices (CO/RO) and DPLI, Kolkata, submitted a detailed memorandum dated 19.08.2025 to the Committee. The representation comprehensively dealt with issues of stagnation, functional imbalance, and parity with the Postal Assistant (Post Office) cadre, whose cadre restructuring had been implemented in 2017.

The Union emphasised that while both PA(PO) and PA(CO/RO) cadres were recruited through a common process with identical qualifications, the administrative side continues to face decades of stagnation and limited promotional avenues. The memorandum urged the Committee to extend cadre restructuring benefits to PA(CO/RO) cadres retrospectively from the same date as that of the Postal side (2017), ensuring equal treatment in pay structure and career progression.

Summary of Key Points Raised (Letter dated 19.08.2025²⁰ – CO/RO Cadres)

- I. **Parity with PA(PO):** Requested same date of implementation as the 2017 Postal side restructuring to ensure equal treatment.
- II. **Nomenclature & Entry Pay:** Suggested renaming PA(CO/RO/DPLI) as Administrative Assistant and upgrading entry pay to Level-5.
- III. **Revised Structure:** Proposed five levels — Administrative Assistant (L-5), Sr. Administrative Assistant/Administrative Supervisor (L-6), Sr. Administrative Supervisor (L-7), Section Officer/Dy.OS/OS (L-8), and AD(Rectt) (L-9).
- IV. **Supervisory Ratio:** Highlighted that only about 12% of posts are supervisory; proposed increasing this to achieve a ratio of about 1:4.5.
- V. **Functional Roles:** Recommended inclusion of DPLI, creation of Level-9 AD(Rectt) posts in each Circle, and recognition of specialised functions like System Manager and Marketing Executive.
- VI. **One-time Relaxation:** Requested one-time promotion relaxation to fill all upgraded posts and remove stagnation.
- VII. **Prayer:** To approve the proposed restructuring ensuring parity with the Postal side, include DPLI cadres, and rationalise administrative structures in CO/RO for improved functional efficiency.

²⁰ [AIPAOE Representation dated 19.08.2025](#)

Summary of Key Points Raised (Letter dated 25.09.2025²¹ – CO/RO Cadres)

- I. **Retrospective Implementation:** Requested that cadre restructuring for PA(CO/RO) be implemented from the same date as that of PA(PO) (2016-17) to ensure parity.
- II. **Inclusion of DPLI, Kolkata:** Sought inclusion of PA, LSG, and HSG cadres of DPLI Office, Kolkata under the restructuring proposal.
- III. **Nomenclature & Pay Upgradation:** Proposed renaming PA(CO/RO/DPLI) as Administrative Assistant with entry pay upgraded to Level-5 in view of graduate-level recruitment through SSC.
- IV. **Revised Structure:** Suggested a reorganised hierarchy — Administrative Assistant (L-5), Administrative Supervisor (L-6), Sr. Administrative Supervisor (L-7), Section Officer / Dy.OS / OS (L-8), and Assistant Director (L-9) — with enhanced supervisory ratio and clear promotional pathways.
- V. **Functional Enhancements:** Recommended creating specialised posts such as System Manager, Marketing Executive, and DO(PLI) in each CO/RO; and upgrading existing AD(Rectt) posts to AD (Welfare/Sports/DDO) at Level-9, with one additional AD post per Circle.
- VI. **Promotion Policy:** Proposed reduced qualifying service (5-3-2-1 years across levels) and a one-time relaxation to fill all upgraded posts to remove stagnation.
- VII. **Other Suggestions:** The representation also highlighted stagnation in the existing structure and sought parity in career progression with other central administrative cadres. It proposed extending the same restructuring benefits to DPLI cadres and creating certain specialised functional posts to strengthen administrative efficiency. The Union further opposed linking the cadre restructuring process with any transfer policy.
- VIII. **Prayer:** To approve the proposed restructuring with upgraded hierarchy and pay levels, include DPLI cadres, and implement parity with the Postal side from the same effective date.

²¹ [AIPAOE Representation dated 25.09.2025](#)

4.2 Representations from AIRMS

The All India RMS & MMS Employees Union (AIRMS), representing Sorting Assistants, RMS Supervisors and MMS staff, made two submissions to the Committee as part of the ongoing cadre restructuring consultations. The first, dated 19.08.2025, placed detailed proposals for restructuring of Sorting Assistants and supervisory cadres in RMS, drawing parallels with the benefits already extended to Postal Assistants in 2016. The second, dated 14.09.2025, supplemented the earlier memorandum with specific suggestions on the MMS cadre and the Store Officers cadre, highlighting the need for equal treatment, wider promotional avenues, and revised recruitment rules. Through both representations, the Union strongly emphasised parity between Postal and RMS/MMS cadres, the creation of structured supervisory posts, reduction in stagnation, and recognition of emerging functional requirements like System Administrators and Marketing Executives.

Summary of Key Points Raised (Letter dated 19.08.2025²² – RMS Cadres)

- I. **Parity with Postal Assistants:** Demanded that the same cadre restructuring benefits given to Postal Assistants in 2016 be extended to Sorting Assistants with effect from the same date, ensuring equal promotional benefits.
- II. **Creation of Supervisory Posts:**
 - A. **LSG:** In sets with up to 5 Sorting Assistants, one LSG (NB) Supervisor should be created.
 - B. **HSG-II:** In sets with 5–10 SAs, one HSG-II Supervisor and one LSG Supervisor should be created.
 - C. **HSG-I:** In sets with 10 or more SAs, one HSG-I Supervisor post should be created.
- III. **Functional Allocation of Supervisory Cadres:**
 - A. **LSG:** Independent MSAs in mail offices, Pay bill OA, control room OA, cashier in MMS divisions, Senior most AMAs in major TMOs, and In-charges of District Bag Offices.
 - B. **HSG-II:** Supervisors of all L1 offices, administration supervisors in MMS divisions, section in-charges in mail offices, and OAs in divisional accounts.

²² [AIRMS Representation dated 19.08.2025](#)

- C. **HSG-I:** HSAs of L1/L2 offices, Managers/HSAs of NSH, PBC/PPC, BPUs, PIIs, CCRCs, CMAs of major TMOs, and all HROs.
- IV. **Relaxation of Rules:** Requested one-time relaxation of qualifying service for promotions to HSG-II and HSG-I, citing long stagnation.
- V. **Non-Functional Upgradation (NFG):** Sought that HSG-I officials in GP 4600 (Level 7) be granted GP 4800 (Level 8) on a non-functional basis after 2 years, to be termed as HSG-I NFG.
- VI. **Accountant Cadre:** Demanded upgradation of PA (Accounts) to LSG, LSG Accounts to HSG-II, and at least 20% of HSG-II Accounts to HSG-I, to create a proper promotional channel for Accountant-qualified officials.
- VII. **System Administrators:** Proposed redeployment of vacant SA posts utilized for IT duties as sanctioned System Administrator posts with 15% special allowance; alternatively, create separate sanctioned posts of System Administrators in RMS/Postal.
- VIII. **Marketing Executives:** Supported Department's move to create a separate Marketing Executive cadre and requested allocation of such posts in RMS.
- IX. **Superintendent Sorting:** Noted only 4 posts (Delhi, Mumbai, Kolkata, Chennai) exist; requested creation of 4 additional posts in other metro cities (Ahmedabad, Bengaluru, Hyderabad, Pune) due to heavy mail volumes.

Summary of Key Points Raised (Letter dated 14.09.2025²³ – MMS Cadres & Store Officers)

- I. **Parity with Postal Side:** Demanded that MMS Postal Assistants be granted the same restructuring benefits as Postal PAs since 2016, ensuring equality for officials who joined together.
- II. **Promotional Avenues in MMS:** Requested creation of LSG, HSG-II, and HSG-I posts in MMS Divisions to improve career progression, filled through a one-time relaxation.
- III. **Eligibility Relaxation:** Proposed reducing service eligibility for promotions — HSG-II after 3 years (instead of 6) and HSG-I after 2 years (instead of 5).

²³ [AIRMS Representation dated 14.09.2025](#)

- IV. **MMS Supervisory Posts:** Suggested designating Pay bill OA, control room OA, cashier posts as LSG; one Administration Supervisor in each division as HSG-II.
- V. **Non-Functional Upgradation:** Recommended that all major cities should have one HSG-I (NFG), to be filled by the senior-most HSG-I official.
- VI. **MACP Periodicity:** Requested reduction of MACP periodicity from 10 years to 8 years.
- VII. **Examination Eligibility:** MMS Postal Assistants should be eligible to appear in all recruitment examinations open to Postal PAs, ensuring equal opportunity.
- VIII. **Store Officers Cadre:**
 - A. Suggested revision of recruitment rules: feeder cadre to be Level 5 employees with 3 years' service, graduate qualification, and age limit of 45 years.
 - B. Store Officer post to be tenure-based (3 years) with 100% selection from MMS employees, responsible for procurement, issue, and disposal of vehicle parts and store records.

4.3 Representations from BPAOEU

The Bhartiya Postal Administrative Offices Employees Union (BPAOEU), representing the Postal Administrative Offices cadre (PACO/RO and supervisory staff in Circle/Regional Offices), furnished three separate memoranda to the Committee within a short span in August–September 2025. The first, dated 22.08.2025, presented a comprehensive proposal for restructuring of PACO/RO, LSG, HSG-II, and HSG-I cadres in Circle/Regional Offices. A second letter, dated 26.08.2025, raised concerns on deputations and attachments of PACO/RO officials to Postal or RMS divisions. The third submission, dated 16.09.2025, reiterated and reinforced the earlier proposals, strongly opposing cadre merger and Rule 38 transfers, and pressing for recognition of PACO/RO as a distinct cadre with its own restructuring path. Through these communications, the Union consistently emphasised cadre identity, stagnation relief, parity, and structural strengthening of Circle/Regional Offices which function as the backbone of departmental administration.

Summary of Key Points Raised (Letter dated 22.08.2025²⁴ – PACO/RO Restructuring)

- I. **Cadre Identity:** Asserted that PACO/RO must remain a separate cadre, functioning as the “Mini Directorate” of Circles, handling drafting, noting, and critical administrative functions.
- II. **Nomenclature Change:** Proposed renaming “PACO” as Administrative Office Executive and supervisory posts (LSG, HSG-II, HSG-I) as Administrative Office Supervisors.
- III. **Stagnation Concerns:** Highlighted that promotions to LSG cadre take 25–30 years in CO/RO, often with no financial benefit, leading to frustration and reliance only on MACP.
- IV. **Proposed Strength & Structure:** Sought rationalised sanctioned strength of 2,965 PACO, 360 LSG, 174 HSG-II, 143 HSG-I, plus 1 ADPS Recruitment in each Circle, without increasing overall posts (matching savings basis).
- V. **Recruitment Rules Reform:** Recommended reducing qualifying service for promotions—5 years for LSG, 3 years for HSG-II, 5 years combined LSG+HSG-II for HSG-I, and 2 years for HSG-I to HSG-I NFG.
- VI. **Introduction of NFG:** Called for sanction of HSG-I NFG posts (Pay Level 8), which remain unimplemented in CO/RO cadres.
- VII. **Special Allowance Proposal:** Suggested Rs. 1,500 for LSG, Rs. 2,500 for HSG-II, and Rs. 3,500 for HSG-I as additional allowance if structural upgradation was not feasible.

²⁴ [BPAOEU Representation dated 22.08.2025](#)

Summary of Key Points Raised (Letter dated 16.09.2025²⁵ – Reinforcement of PACO/RO Position)

- I. **Reaffirmation of Earlier Proposal:** Recalled detailed memorandum of 22.08.2025 and discussions in meetings of 19.08.2025 (Dak Bhavan) and 15.09.2025, stressing urgency of cadre restructuring for PACO/RO, LSG, HSG-II, HSG-I.
- II. **Opposition to Rule 38 Transfers:** Strongly opposed any Rule 38 transfers between PACO/RO and Postal/RMS cadres (e.g., PAPO or SA), warning it would lead to forced cadre merger.
- III. **Separate Cadre Identity:** Insisted PACO Cadre must retain distinct identity, supported by even the Committee Chairperson's acknowledgment that working patterns differ from the Postal side.
- IV. **Nomenclature:** Repeated demand to rename PACO as Administrative Office Executive and supervisors as Administrative Office Supervisors.
- V. **Revised Sanctioned Strength:** Suggested rationalised sanctioned strength of 2,965 PACO, 360 LSG, 174 HSG-II, 143 HSG-I, plus NFG posts and ADPS Recruitment (matching savings basis).
- VI. **Stagnation Relief:** Highlighted that officials wait 25–30 years for LSG promotion; sought immediate restructuring or at least grant of special allowances (Rs. 1,500 for LSG, Rs. 2,500 for HSG-II, Rs. 3,500 for HSG-I).
- VII. **Prayer:** Urged affirmative recommendations and quick implementation of cadre restructuring for Circle/Regional Office cadres.

Summary of Key Points Raised (Letter dated 21.10.2025²⁶ – Reinforcement of PACO/RO Position)

- I. **Reference and Context:** Submitted by the Bhartiya Postal Administrative Offices Employees Union (BPAOEU) to the Secretary (Posts), referring to the Directorate's order dated 03.06.2025 constituting the Cadre Restructuring Committee. The Union recalled earlier submissions dated 22.08.2025 and 16.09.2025 and discussions in meetings held on 19.08.2025 and 15.09.2025, reiterating the need for urgent restructuring of Circle and Regional Office cadres.

²⁵ [BPAOEU Representation dated 16.09.2025](#)

²⁶ [BPAOEU Representation dated 21.10.2025](#)

- II. **Separate Cadre Identity:** Strongly emphasized that the PACO/RO cadre must remain a distinct and independent cadre, separate from the operational Postal and RMS streams, as the nature of work in administrative offices involves policy, establishment, and coordination functions not comparable with field operations.
- III. **Nomenclature:** Proposed that the designation of “Postal Assistant (CO/RO)” be changed to “Administrative Office Executive” and that supervisory levels be renamed as “Administrative Office Supervisors” corresponding to LSG, HSG-II, and HSG-I grades.
- IV. **Opposition to Inter-Cadre Transfers:** Firmly opposed any provision for Rule 38 transfers between PACO/RO and Postal or RMS cadres, warning that such provisions would lead to a forced merger and undermine the distinct functional identity of administrative staff.
- V. **Promotion Norms:** Suggested minimum qualifying service of five years for promotion from PA to LSG, three years from LSG to HSG-II, five years of combined service in LSG and HSG-II for promotion to HSG-I, and one year in HSG-I for advancement to NFG.
- VI. **Revised Sanctioned Strength:** Recommended rationalisation of sanctioned posts on a matching-savings basis, proposing 2,965 posts of PACO/RO, 360 of LSG, 174 of HSG-II, 143 of HSG-I, and one NFG and one AD (Personnel/Services) post in each Circle.
- VII. **Stagnation and Allowances:** Highlighted that officials currently wait 25–30 years for their first promotion to LSG and sought immediate restructuring. Pending approval, requested grant of special allowances of ₹1,500 for LSG, ₹2,500 for HSG-II, and ₹3,500 for HSG-I to provide interim relief.
- VIII. **Rationale:** Argued that the existing sanctioned strength does not reflect current workloads and administrative expansion.
- IX. **Prayer:** Requested the Committee to make affirmative and time-bound recommendations for cadre restructuring of Circle and Regional Office cadres, ensuring parity with Postal and RMS streams and forwarding the proposal to the Department of Expenditure for early approval.

4.4 Representations from BPEF

The Bharatiya Postal Employees Federation (BPEF), an all-India industrial unit affiliated with BMS, submitted a detailed memorandum on 17.09.2025 focusing on cadre restructuring in the Postal (PO) wing. The federation acknowledged the 2016 restructuring but highlighted persisting anomalies and the urgent need for rationalisation in the second review. The memorandum underscored the importance of strengthening the PA/PO cadre which forms the operational backbone of the Department, protecting supervisory dignity, and ensuring fair promotional avenues. BPEF's proposals combined structural reforms, functional justification, parity demands, and policy-level corrections aimed at sustainable cadre progression.

Summary of Key Points Raised (Letter dated 17.09.2025²⁷)

- I. **Delay in Review:** Stated that PO wing cadres were not reviewed for 38 years (due in 1987, 1992, 1997, etc.); only in 2016 was a cadre review implemented. The next due in 2021 is being taken up now.
- II. **Anomalies in 2016 Review:**
 - A. 26,494 PA posts were upgraded to LSG instead of 18,610 agreed, resulting in 7,884 LSG officials functioning as operative PAs without supervisory justification.
 - B. 50 HSG-I NFG posts lost due to Postmaster cadre merger not being adjusted properly.
- III. **Supervisory Roles:** Stressed the vital administrative, financial, and disciplinary powers vested in LSG/HSG officials, and argued that restructuring must restore dignity and functional authority of these posts.
- IV. **Accounts Cadre Protection:** Strongly opposed merger of Accounts cadre into PO wing without separate cadre restructure; demanded distinct LSG, HSG-II, HSG-I, HSG-I NFG for Accounts cadre.
- V. **Non-Functional Grade (NFG):** Urged sanction of NFG to all HSG-I officials after 2 years, instead of the restrictive 10% quota, citing DoE clarifications and parity with other cadres.
- VI. **Non-Functional Upgradation (NFU):** Requested NFU (Pay Level 9, GP 5400) to all HSG-I NFG officials after 4 years in Level 8, as per MoF resolution (2008) and CAT judgments, ensuring parity with ASPs, AAOs, and similar cadres.

²⁷ [BPEF Representation dated 17.09.2025](#)

- VII. **Head Postmaster Posts:** Proposed creation of 2,992 HSG-I Head Postmaster (Pay Level 8, Gazetted) posts in lieu of limited NFG, citing vastly expanded functions of HPOs (PLI/RPLI CPCs, ATM/GST work, financial oversight).
- VIII. **Training Reforms:** Called for mandatory cadre-based training (not MACP-based ADP/SDP), aligned with RRs, with mid-career foreign exposure for LSG, HSG-II, HSG-I, and HSG-I (NFG) supervisors.
- IX. **One-time Relaxation:** Sought relaxation of service conditions for LSG/HSG-II/HSG-I promotions to fill large numbers of vacant posts; alternatively, suggested introducing LDC exams for filling supervisory posts.
- X. **Matching Savings:** Pointed to unreversed TBOP/BCR cuts (6% operative, 20% supervisory) as a source of matching savings for creation of upgraded posts.
- XI. **Expected Outcomes:** Stated reforms would enhance morale, ensure genuine progression, reduce stagnation, align manpower with operational needs, and improve service delivery efficiency.
- XII. **Prayer:** Requested that BPEF be invited for detailed discussions before finalisation, approve rational restructuring of PO cadres (LSG, HSG-II, HSG-I, NFG, NFU, HPM), end discrimination in NFG benefits, and protect Accounts cadre identity.

4.5 Representations from BPRASA

The Bharatiya Postal RMS & Administrative Supervisors Association (BPRASA), representing Group 'B' Supervisors in RMS, CO/RO and allied units, made two detailed submissions to the Committee. The first memorandum, dated 12.07.2025, dealt with cadre restructuring in the RMS wing and placed an elaborate proposal covering Sorting Assistants up to Superintendent (Sorting). The second memorandum, dated 17.09.2025, focused on the Post Office cadres, highlighting anomalies of the 2016 restructuring and urging corrective measures in the ongoing review. In both submissions, the Association underscored decades of neglect of RMS cadres, disparities vis-à-vis the Postal side, and the urgent need to rationalise supervisory strength to match present operational realities. BPRASA repeatedly emphasised parity in promotions, removal of stagnation, cadre-based training, and recognition of evolving functional requirements across RMS, PO and Accounts streams.

Summary of Key Points Raised (Letter dated 12.07.2025²⁸ – RMS Cadres):

- I. **Prolonged Stagnation:** RMS cadres have not been reviewed for 38 years despite DoPT's 5-yearly mandate, causing severe stagnation and lack of promotions, unlike Group A and Postal wing.
- II. **Proposed Restructure:** Out of 20,136 sanctioned posts, Association proposed redistribution to 4,492 LSG, 1,497 HSG-II, 499 HSG-I, 499 HSG-I NFG and 172 Superintendent (Sorting) posts.
- III. **Supervisory Strength:** Urged upgrading SA posts into supervisory levels, e.g., LSG for mail agents, openers, divisional/branch accounts staff; HSG-II for section in-charges and L1/L2/NSH/PH/TMO units; HSG-I for in-charges of sorting sets; Superintendent for HROs, SROs, NSHs, PHs.
- IV. **Parity with Postal Wing:** Strongly demanded HSG-I NFG (Pay Level 8) for RMS officials after 2 years of service, at par with Postal wing, ending existing discrimination.
- V. **Training Reforms:** Sought cadre-based mandatory training (not MACP-linked ADP/SDP) for LSG/HSG promotions, covering supervisory skills, HR, IT, BD, discipline, and suggested foreign training exposure.
- VI. **One-time Service Relaxation:** Requested relaxation of qualifying service conditions or introduction of LDC exams to ensure upgraded posts are filled, citing Postal side's experience where 90% remained vacant post-2016 review.

²⁸ [BPRASA Representation dated 12.07.2025](#)

- VII. **Matching Savings:** Pointed out earlier 6% (operative) and 20% (supervisory) TBOP/BCR cuts remain unrestored; urged adjusting these for creation of upgraded posts.
- VIII. **Prayer:** End discriminatory delays, finalize HSG-I gradation lists, restructure LSG/HSG-II/HSG-I/NFG/Supdt cadres, and consult BPRASA before finalisation.

Summary of Key Points Raised (Letter dated 17.09.2025²⁹ – Post Offices Cadres)

- I. **Cadre Review Delay:** Postal cadre reviewed only once in 2016; next review due 2021 has not happened, leaving anomalies uncorrected.
- II. **Anomalies of 2016 Restructure:**
 - A. 26,494 PA posts were upgraded to LSG instead of 18,610 agreed, forcing 7,884 LSG officials into operative PA work, undermining supervisory justification.
 - B. Loss of 50 HSG-I NFG posts after Postmaster cadre merger with General Line, leaving officials deprived of due promotions.
- III. **Supervisory Cadre Strength:** Demanded upgrading PA (SBCO) posts to LSG (SBCO), Divisional Office OAs to LSG, and ensuring supervisory functions are not diluted into operative duties.
- IV. **Creation of New Head PM Cadre:** Proposed 2,992 HSG-I – Head Postmaster posts (Pay Level 8, Gazetted) in lieu of restrictive 10% HSG-I NFG quota, aligning with functional expansion of Head Postmasters.
- V. **Non-Functional Upgradation:** Requested NFU (Pay Level 9, GP 5400) after 4 years in HSG-I NFG (Level 8), citing DoE Resolution (2008) and multiple CAT judgments, to remove discrimination vis-à-vis ASPs, AAOs, etc.
- VI. **Accounts Cadre Protection:** Opposed merger of Accounts cadre with PO, sought separate restructure with distinct HSG-I and HSG-I NFG (Accounts) posts.
- VII. **One-time Service Relaxation:** Suggested relaxation to fill upgraded HSG-II/HSG-I posts, or alternatively LDC exams for LSG/PAs, ensuring meaningful promotions.
- VIII. **Training Reforms:** Reiterated cadre-based training policy, mandatory for promotions, with mid-career foreign exposure for LSG/HSG/HSG-I.
- IX. **Expected Outcomes:** Equitable growth, removal of stagnation, efficient cadre planning, better public service delivery, and morale enhancement.

²⁹ [BPRASA Representation dated 17.09.2025](#)

X. **Prayer:** Approve restructuring of LSG/HSG-II/HSG-I/NFG/Head PM posts, grant NFU, maintain Accounts cadre separately, and invite BPRASA for detailed discussions.

Summary of Additional Representation (Email Submission dated 22.09.2025³⁰)

- I. **Grant of NFG:** Sought grant of Non-Functional Grade (NFG) to all eligible HSG-I officials after completion of two years of service, instead of restricting it to 10% (235 posts).
- II. **Bilateral Agreement:** Cited mutual agreement between staff side and Department to extend NFG to all HSG-I officials without quota limitation.
- III. **DoPT Guidelines:** Referred to cadre review of Section Officers in CSS where NFG was approved for all after a fixed period, without post restrictions.
- IV. **Postmaster Cadre Committee:** Quoted Para 4.1.4 of the Postmaster Cadre Committee report stating that NFG should be time-bound and not linked to availability of posts; and said that the Chairman had advised initiating such a proposal.
- V. **Directorate Minutes:** Pointed out that Directorate, during discussion on the charter of demands (Items 19 & 20), assured that the proposal for NFG to all HSG-I officials would be placed before the Cadre Restructuring Committee.
- VI. **Prayer:** To consider the cited references and extend Non-Functional Grade uniformly to all eligible HSG-I officials after two years of service.

4.6 Representations from BRME

The Bharatiya RMS & MMS Employees Union (Class III), affiliated to BPEF/BMS, submitted its representation to the Committee on 16.09.2025. The union noted that while proposals for RMS cadre restructuring had been placed earlier, the key reasons for frequent refusal of promotions by Sorting Assistants to LSG level had not been adequately considered. The memorandum highlighted issues of stagnation, reluctance to accept late-career promotions, and limited availability of suitable postings, and suggested specific measures to upgrade operative posts into supervisory cadre. The thrust of the submission was on creating more accessible LSG positions within RMS to encourage officials to accept promotions and ensure optimal utilisation of manpower.

³⁰ [BPRASA Email Submission dated 22.09.2025](#)

Summary of Key Points Raised (Letter dated 16.09.2025³¹)

- I. **Stagnation & Age of Promotion:** Most Sorting Assistants (SAs) are offered LSG promotions only at the age of 50–55 years. At this late stage in career, many are unwilling to relocate families, leading to frequent refusals.
- II. **Limited Availability of LSG Posts:** LSG posts are very few in RMS offices; officials are not getting postings of their preference, resulting in vacant LSG positions despite promotions being offered.
- III. **Proposal for Upgradation:** To address this, the union urged that the following posts be upgraded into LSG cadre:
 - A. All Mail Agency posts of Mail Offices and Sections.
 - B. Mail Openers of Mail Offices.
 - C. Accounts Branch positions (Divisional Office Accountants, HRO Accountants).
 - D. Sensitive Branch (Staff Branch) clerks.
 - E. Stock Clerks in Divisional Offices.
 - F. OAs in the Investigation Branch, Mail Monitoring Units, MMS, Pay Bill, Staff Arrangement, and BD Branch.
 - G. Marketing Executives.
 - H. Sorting Compilers in Circle Office Mail Branch.
 - I. OAs in HROs and all SROs.
- IV. **Justification:** Upgrading these operative and clerical posts into LSG cadre would expand the pool of supervisory posts, reduce the tendency of officials to decline promotions, and ensure better utilisation of manpower.

4.7 Representations from FNPO

The Federation of National Postal Organisations (FNPO) submitted its representation to the Committee on 22.10.2025. The representation stressed the need for parity in career progression across Postal, RMS and Administrative cadres, highlighted issues of prolonged stagnation and large-scale vacancies in supervisory posts, and supported a functionally justified restructuring approach aimed at ensuring equity, efficiency and financial neutrality.

³¹ [BRME Representation dated 16.09.2025](#)

Summary of Key Points Raised (Letter dated 22.10.2025³²)

- I. **Rule 38 Facility for Inter-Cadre Transfers:** The FNPO suggested that instead of merging the PA (CO/RO) and SA (RMS) cadres with PA (PO), the Department may extend the Rule 38 transfer facility between these cadres. Allowing inter-cadre transfers would, in the Federation's view, provide flexibility, ease of movement, and improve staff welfare and job satisfaction.
- II. **Completion of Cadre Restructuring in RMS and CO/RO:** The Federation requested that cadre restructuring in RMS and CO/RO cadres be completed at the earliest and that promotions be granted retrospectively up to stages where no financial implication arises. This, it stated, would bring uniformity and fairness among all cadres.
- III. **Merger of Accounts Line with General Line:** Referring to the Directorate's order dated 11.02.2025 on the merger of the Accounts line with the General line, FNPO expressed concern that without identified and qualified staff to handle accounting work, the functioning of DDOs and Head Offices may suffer. It therefore requested that the merger order be withdrawn, and instead a common Recruitment Rule (RR) be introduced for promotion purposes to safeguard efficiency in accounts management and ensure smooth functioning of offices.
- IV. **Overall Submission:** The representation emphasised that the above measures would protect staff welfare, ensure operational continuity, and maintain efficiency in the Department's accounting and administrative systems.

4.8 Representations from NAPE

The National Association of Postal Employees (NAPE), Group C, affiliated to FNPO, submitted its views during the Committee's second meeting held on 15.09.2025 and followed it up with a written memorandum on 16.09.2025. The union placed emphasis on ensuring that cadre restructuring results in genuine operational efficiency and improvement in working conditions, not merely changes in nomenclature. Drawing on the experience of the 2018 cadre restructuring in Post Offices, NAPE highlighted several anomalies, particularly the downgrading of LSG as a supervisory post and the continuing vacancies in higher supervisory grades. Their submission sought corrective measures, parity across cadres, and functional

³² [FNPO Representation dated 22.10.2025](#)

strengthening of the PA/SA line while cautioning against unintended consequences of mergers.

Summary of Key Points Raised (Letter dated 16.09.2025³³)

- I. **Purpose of Restructuring:** Stated that cadre review must ensure operational efficiency and improved working conditions; mere change of nomenclature without supervisory powers (as with LSG PA after 2018) is counterproductive.
- II. **Impact of 2018 Review:** While the number of LSG, HSG-II, and HSG-I posts increased, the LSG cadre lost supervisory character and higher posts remained unfilled due to rigid service conditions.
- III. **Stagnation & Vacancies:** Highlighted that the 6-year in LSG and 5-year in HSG-II service requirements prevent promotions, leaving HSG-I posts vacant even today despite sanctioned strength. Requested one-time relaxation (2 years in LSG, 1 year in HSG-II) to fill posts, with no monetary implications.
- IV. **Comparisons with Inspectors:** Noted that up to 5th CPC, LSG and Inspector had the same pay, but Inspectors' scales were raised to HSG-I level while PA/LSG functions have expanded multifold (CBS, SAP, CSI, McCamish, IT 2.0). Demanded parity in positioning and recognition of PA cadre's enhanced role.
- V. **Promotional Avenues:** Urged proportional increase in quota of LSG, HSG-II, HSG-I posts for promotion to PS Group B, and demanded that HSG-I (NFG) officials be considered for PS Group B under fitness-cum-merit quota alongside IP cadre.
- VI. **Automatic NFG:** Suggested that HSG-I officials should automatically receive NFG after 2 years of regular service in HSG-I, instead of limiting it to a fixed number of posts.
- VII. **Feeder Cadre Issues:** Pointed out that PA is the source for all other posts (ME, System Administrators, etc.), but when PA posts fall vacant, there is no mechanism for officiating arrangements. Urged the Committee to address this gap.
- VIII. **Accounts Line Disparity:** Flagged anomalies in PA Accounts vs. General line RRs, where LSG Accountants need only 3 years for HSG-II while General line requires 6. Requested parity or a merger with a specified quota.

³³ [NAPE Representation dated 16.09.2025](#)

- IX. **Concerns on Merger of PA & SA:** Opposed immediate merger of PA (PO) and SA (RMS), citing problems of inter-se seniority, MACP, and past experience of SBCO and PM cadre mergers. Instead, suggested only permitting Rule-38 transfers between PA and SA cadres.
- X. **PM Cadre Merger Experience:** Noted that merger of Postmaster cadre with General line resulted in young PM cadre officials monopolising HSG-I (NFG) posts, blocking general line officials for a decade. Cautioned that future mergers must ensure separate quotas to avoid similar inequities.

4.9 Representations from NURC

The National Union of RMS & MMS Employees (NURC), representing Sorting Assistants and supervisory cadres in RMS, submitted two representations to the Committee. The first, dated 19.08.2025, presented a comprehensive proposal for cadre restructuring of Sorting Assistants in RMS on par with Postal Assistants, emphasising that the demand was long-pending and could be implemented without financial implications. The second, dated 19.09.2025, was in continuation of the Committee's second meeting, responding to queries on functional justification and operational implications, while reiterating their earlier stand. The union consistently highlighted stagnation, parity with the Postal side, and the structural need for upgraded supervisory strength in RMS.

Summary of Key Points Raised (Letter dated 19.08.2025³⁴ – RMS Cadre Restructuring)

- I. **Background & Delay:** Traced the history of cadre restructuring committees since 2008 (Shri A.K. Sharma, Shri Salem Huq, and Shri V.P. Singh), noting that despite discussions, no RMS proposal was implemented, while Postal cadre restructuring went ahead in 2016.
- II. **Parity with Postal Assistants:** Demanded restructuring of Sorting Assistants in RMS exactly on the lines of Postal Assistants, with equal percentages of LSG, HSG-II, HSG-I, and NFG posts.
- III. **No Financial Implications:** Emphasised that many SAs are already in higher pay through MACP (I, II, III), so restructuring would largely be title/functional changes with minimal additional cost (only marginal expenditure for NFG).
- IV. **Proposed Cadre Structure:**
 - A. **LSG:** 22% (4,429 posts, up from 1,148).
 - B. **HSG-II:** 12% (1,628 posts, up from 393).
 - C. **HSG-I:** 3.8% (765 posts, up from 409).
 - D. **NFG:** 0.2% (40 posts to be carved out from HSG-I after two years).
 - E. **SA:** 66% (13,287 posts).
- V. **Functional Justification:** Explained supervisory requirements across RMS units: NSHs, HROs, SROs, PHs, BNPLs, TMOs, BPCs, ICHs, etc., with detailed breakdowns showing need for HSG-I, HSG-II, and LSG strength.

³⁴ [NURC Representation dated 19.08.2025](#)

- VI. **Structural Ratio:** Highlighted that the proposal follows the 3:1 ratio between feeder and higher grades, in line with Ministry of Finance guidelines.
- VII. **Discrimination Highlighted:** Pointed out that Postal officials of the same recruitment batch (2007) have reached LSG/HSG-II, while RMS counterparts remain Sorting Assistants, relying only on MACP-I.
- VIII. **Prayer:** Urged immediate implementation of RMS cadre restructuring on the 2014 agreement model, with one-time relaxation of service conditions where needed.

Summary of Key Points Raised (Letter dated 19.09.2025³⁵ – Functional Justification)

- I. **Response to Committee Queries:** Submitted follow-up note after second CRC meeting (15.09.2025) to provide detailed functional justification sought by the Committee.
- II. **Scope of Justification:** Covered major RMS operational units (NSH, L-1 PH, L-1 Unregistered offices, TMOs, etc.), explaining efficiency and operational requirements for supervisory posts.
- III. **Proposed SA-PA Merger:** Raised concerns about the proposal on merger of Sorting Assistant cadre with Postal Assistant cadre, citing the functional and operational implications and reiterating that RMS duties justify a distinct supervisory structure.
- IV. **Commitment:** Informed that a full functional justification note with data and annexures would be furnished by 30.09.2025 for detailed consideration.

Summary of Key Points Raised (Letter dated 06.10.2025³⁶)

- I. **Reference:** Follow-up representation submitted by National Union of RMS & MMS Employees (NURC) on 06.10.2025 regarding the ongoing Cadre Restructuring of PA/SA, LSG, HSG-II & HSG-I posts in RMS and CO/RO.
- II. **Response to Committee's Requirement:** The letter was submitted in continuation of the discussions held during the Committee's second meeting and in response to the call for functional justification for supervisory posts in RMS.
- III. **Functional Duties Highlighted:** Detailed the present and evolving roles in RMS operational units—NSHs, Mail Offices, TMOs, Parcel Hubs, CRCs, and Admin Units—to demonstrate the growing responsibility,

³⁵ [NURC Representation dated 19.09.2025](#)

³⁶ [NURC Representation dated 06.10.2025](#)

technology integration, and need for strengthened supervisory hierarchy.

- IV. **Stagnation and Disparity:** Drew attention to the long delays in promotions within RMS compared to the Postal side, stressing that many Sorting Assistants retire without promotion. Requested parity with Postal side where restructuring has already been implemented.
- V. **Parity and Supervisory Ratio:** Proposed parity with postal side in operative-to-supervisory structure, as earlier suggested by previous committees, to ensure balanced hierarchy and functional efficiency.
- VI. **Financial Neutrality:** Emphasized that the proposal would not create any additional financial burden on the Department, since most officials are already drawing higher grades under MACP.
- VII. **Request to Committee:** Urged early finalization of the Cadre Restructuring proposal covering RMS ensuring uniformity, fairness, and operational justification across all Group 'C' cadres.

Summary of Key Points Raised (Letter dated 10.10.2025)³⁷

- I. **Reference:** Representation submitted by the National Union of RMS & MMS Employees (NURC) on 10.10.2025 regarding justification for cadre restructuring in RMS on par with Postal Assistants – including comparative study of operations and software systems.
- II. **Response to Committee's Queries:** The letter was furnished in response to specific points raised by the Committee during its meetings on 19.08.2025 and 15.09.2025—relating to (i) the merger of SA and PA cadres, (ii) justification for upgrading Mail Agent posts, and (iii) the impact of possible future rationalisation of Mail Offices.
- III. **Merger of SA and PA Cadres**
 - A. Informed that the proposal to merge Sorting Assistant (RMS) with Postal Assistant (PO) was cancelled in September 2024 with approval of the DG (Posts) &
 - B. The RMS Cadre Restructuring proposal was separately resubmitted to the Department of Expenditure (DoE) on 07.11.2024.
- IV. **Upgradation of Mail Agent Posts to LSG**
 - A. Draws parity with single-handed Post Offices where all PAs were upgraded to LSG under Postal CRC.
 - B. Justifies upgrading 4,429 Mail Agent posts, out of which 1,148 already exist, and the remaining 3281 require upgradation — purely on a no-cost basis.

³⁷ [NURC Representation dated 10.10.2025](#)

V. Functional justification:

- A. One supervisory post for every six SAs (as per departmental norm).
- B. 2,113 posts in 298 TMOs already manned by senior MACP-II/III officials performing supervisory duties.
- C. Mail Agent duties historically handled by TBOP/BCR officials equivalent to LSG/HSG-II grade.
- D. Annexures provide comparative case studies demonstrating that Mail Agent responsibilities in RMS exceed those of single-handed LSG SPMs in Post Offices.

VI. Future of Mail Offices

- A. Rationalisation of mail offices (under L1/L2/NSH/ICH restructuring) will not diminish supervisory need; rather, workload consolidation in merged offices increases supervisory responsibility.
- B. The ongoing Mail Parcel Optimisation Project (14.07.2025) ensures continuity of RMS functions for at least five years.

VII. Department of Expenditure's Observations

- A. The DoE returned the earlier RMS CRC file, seeking fresh functional justification and five-year projections, as earlier proposals (2016–2019) were outdated.
- B. Required data include stagnation periods, RR-based timelines, and financial implications.

VIII. Union's Submissions

- A. Proposed distribution (on paper, without extra expenditure):
 - 1. NFG – 0.20% (40 posts)
 - 2. HSG-I – 3.8% (765 posts)
 - 3. HSG-II – 8% (1,611 posts)
 - 4. LSG – 22% (4,429 posts)
- B. Clarified that only 3,281 SA posts need immediate upgradation.
- C. No financial implications since higher pay is already drawn under MACP; changes are functional reclassifications within sanctioned strength.

IX. Appeal

- A. Requested favourable consideration of the proposal which meets DoE and DoPT norms, ensures functional efficiency, and maintains financial neutrality.

- B. Reiterated that the proposal supports the Department's operational needs for the next five years without additional cost.

Summary of Key Points Raised (Letter dated 11.10.2025³⁸)

- I. **Reference:** Representation submitted by National Union of RMS & MMS Employees (NURC) on 11.10.2025 to the Chairperson, Postal Services Board, regarding separate consideration of the SA cadre proposal.
- II. **Background and Context**
 - A. The 2016 V.P. Singh Committee had finalised CRC recommendations for both Postal Assistant (PA) and Sorting Assistant (SA) cadres.
 - B. However, while forwarding to the Ministry of Finance, only the PA proposal was sent and later approved in 2017 (implemented in 2019).
 - C. The SA proposal, forwarded separately in 2019, remained pending for over five years without progress.
- III. **Status of Merger Proposal**
 - A. Reaffirmed that the Directorate, with approval of the Director General (Posts) in September 2024, has dropped the SA-PA merger proposal.
 - B. This was also communicated to the CAT (Ernakulam Bench) by Directorate letter dated 08.11.2024, confirming the decision and the re-submission of the RMS CRC proposal to DoE on 07.11.2024.
- IV. **Union's Main Request:** Requested that the CRC proposal for Sorting Assistant (RMS) be processed separately and not clubbed with the Circle Office Postal Assistant cadre proposal.
- V. **Justification:**
 - A. Both cadres differ in functional duties, service conditions, and operational domains.
 - B. Combining them could create procedural complications in MoF scrutiny and delay approval.
- VI. **Functional and Administrative Rationale**
 - A. SA Cadre handles operational logistics, inter-office mail movement, and time-bound dispatches under RMS, distinct from counter and administrative work of PA cadres.
 - B. Therefore, a unified file would misrepresent functional realities and may contravene DoE's guideline requiring cadre-specific functional justification.

³⁸ [NURC Representation dated 11.10.2025](#)

VII. Conclusion / Appeal

- A. Requested that the SA cadre proposal be forwarded independently to the Ministry of Finance, in accordance with established procedure.
- B. Expressed confidence that separate consideration will ensure faster processing, functional accuracy, and equitable treatment for RMS staff.

Summary of Key Points Raised (Letter dated 19.10.2025³⁹)

- I. **Reference:** Representation submitted by NURC to the Chairperson, Cadre Restructuring Committee, referring to Directorate letter No. Q-25/18/2025-PE-I-DOP dated 13.08.2025.
- II. **Subject:** Requested restoration of PO & RMS Accountants as a separate cadre/pay matrix level, and sought promotional avenues at par with Junior/Senior Accountants and AAOs in the Postal Accounts Office under Article 14 of the Constitution of India.
- III. **Historical Background:**
 - A. The PO & RMS Accountant cadre was introduced in 1983 with a special pay of ₹45 per month, periodically revised through successive CPCs until it was abolished under the 7th CPC.
 - B. Despite repeated representations, the special allowance was never restored, though the Directorate Committee (2020) recommended reinstating it at ₹945 per month (1.75× of ₹540).
- IV. **Functional Role & Justification:**
 - A. Accountants manage postal finances, maintain revenue and expenditure accounts, and support financial audits and tax compliance (GST, IT returns, etc.).
 - B. They act as financial advisors to Divisional Heads and handle complex financial operations under CSI and IT/APT 2.0 environment.
 - C. Their work involves higher accountability than Postal/Sorting Assistants but is compensated at the same pay level.
- V. **Comparison with Other Departments:**
 - A. Accountants in Postal Accounts Offices (PAO) and Audit Offices are placed in Pay Levels 5–8, whereas PO & RMS Accountants remain in Level 4, despite similar or greater responsibilities.

³⁹ [NURC Representation dated 19.10.2025](#)

B. The 2020 Committee observed that PO & RMS Accountants perform more critical duties like Junior/Senior Accountants in PAO.

VI. Judicial Reference:

A. Cited CAT Bangalore OA No. 296/2002 and subsequent High Court/Supreme Court dismissals, confirming that special pay should be treated for fixation benefits, thereby supporting their claim for higher pay parity.

VII. Union's Request:

A. To create a distinct cadre for PO & RMS Accountants.
B. To place them in Pay Matrix Level-5 (pre-revised GP ₹2800) with corresponding promotional hierarchy as in Postal Accounts.
C. To extend MACP and promotion benefits similar to PAO staff.

VIII. Justification for Urgency:

A. Due to lack of financial incentives, few officials now opt for the Accountant examination, causing acute shortage of trained personnel in Accounts branches.

IX. Conclusion: Requested the Committee to consider the proposal favourably and restore the status, pay parity, and promotional avenues of PO & RMS Accountants in view of their critical financial and advisory functions.

4.10 Representation from Shri. H M Raju

A representation from employees side from Shri. H M Raju⁴⁰, Karnataka Circle has also been received with following requests:

- I. LSG officials are promoted without financial benefit and are often posted to far-off offices, causing hardship.
- II. Currently, LSG officials working in HO, IDC and SO are designated as "LSG PAs"; it was suggested that the nomenclature be changed to LSG-APM.
- III. No specific posts have been earmarked for LSG officials at HO, IDC, or SO, leading to their deployment in counter duties while Time Scale PAs continue in back-office branches.
- IV. Certain posts in HPOs and back offices such as CPC Supervisor, Counter Supervisor, Treasurer, Sub-Account Branch, IDC Mail Supervisor, and SO Treasurer should be formally identified for LSG officials.

⁴⁰ [Representation of Shri. H M Raju, Karnataka Circle](#)

V. The representation also urged that financial upgradation should be provided at the time of promotion to LSG.

4.11 Conclusion

The representations received from different Staff Associations and Unions reflect a common thread of concerns—stagnation in career progression, lack of parity with the Postal side, inadequate supervisory positions, and absence of financial recognition during promotions. While each Association has highlighted cadre-specific issues—such as functional deployment in RMS, restructuring needs in CO/RO, and role/nomenclature anomalies in LSG/HSG grades—the underlying demand is for a balanced cadre structure that provides clear functional justification, equitable promotional avenues, and proper financial upgradation.

Taken together, these submissions emphasize that cadre restructuring should not remain a routine exercise of numbers, but rather a comprehensive reform that strengthens functional efficiency, aligns designations with actual roles, addresses longstanding disparities, and motivates employees through fair promotional and financial progression. This will ensure that the restructuring exercise delivers both organizational efficiency and employee satisfaction, thereby contributing to the overall effectiveness of the Department.

CHAPTER-5

Summary of Stakeholder Consultations

Stakeholder consultation has been the cornerstone of the Committee's approach to cadre restructuring. Recognising that the restructuring exercise impacts thousands of officials across Postal, RMS, and Administrative cadres, the Committee placed strong emphasis on structured engagement with recognised Staff Associations and Unions. Consultations provided a platform for these bodies to articulate concerns regarding stagnation, parity, and cadre identity, and to propose structural reforms aligned with functional requirements. The process was initiated at the Directorate in New Delhi and subsequently expanded to include a second round of discussions at the Circle Office, Karnataka Circle, in light of the revised Terms of Reference.

5.1 First Meeting with Staff Associations/Unions – Directorate, New Delhi

The Committee in consultation with Directorate initiated the first stage of consultations with various stakeholder groups i.e., Staff Associations/Unions through a series of official communications:

- I. **D.O. Letter dated 28.07.2025** from the CPMG, Karnataka Circle to Member (Personnel), proposing structured consultations with Directorate Divisions and Staff Associations.
- II. **Directorate Letter No. O-25/18/2025-PE-I-DOP dated 13.08.2025⁴¹**, formally inviting recognised Staff Associations/Unions to attend the meeting scheduled for 19.08.2025 at 03:00 PM in G.P. Roy Committee Hall, Dak Bhawan, Sansad Marg, New Delhi

The following Associations/Unions were invited for consultation at Dak Bhawan, New Delhi:

- National Association of Postal Employees – Group C,
- Bharatiya Postal Employees Association – Group C,
- All India RMS & MMS Employees Union – Group C,
- All India Postal Administrative Offices Employees Union – Group C,
- National Union of RMS & MMS Employees – Group C,
- Bhartiya RMS & MMS Employees Union – Class III,
- Bhartiya Postal Administrative Offices Employees Union.

This invitation marked the first stage of stakeholder consultation, ensuring that the views of all representative bodies were formally placed before the Committee.

⁴¹ [No. O-25/18/2025-PE-I-DOP dated 13.08.2025](#)

5.1.1 Proceedings of the Meeting

The meeting was chaired by the Chief Postmaster General, Karnataka Circle, and attended by senior officers of the Directorate and Committee members. At the outset, the background of the Committee was explained, after which staff representatives presented their proposals.

Key highlights:

The Unions broadly emphasised the following:

- I. **Stagnation and Career Progression:** Officials in RMS and Administrative cadres were experiencing decades-long stagnation, with many retiring without a single promotion. There was strong demand for meaningful promotional avenues.
- II. **Parity with Postal Wing:** Several submissions urged that RMS and CO/RO cadres be extended the same restructuring benefits as Postal Assistants received in 2016, to remove discrimination and restore morale.
- III. **Supervisory Cadre Strength:** It was argued that LSG, HSG-II, and HSG-I posts were inadequate and not aligned with present operational requirements; strengthening of supervisory levels was sought.
- IV. **Functional Justification:** Associations placed examples of workloads in mail offices, transit hubs, CO/RO branches, and administrative functions, underlining that existing structures did not reflect present-day realities.
- V. **Identity of CO/RO Cadre:** Administrative side representatives highlighted their unique role in service matters, rulings, and establishment, comparable with Central Secretariat work, and requested that the cadre be preserved as distinct.
- VI. **Other Issues:** Suggestions included creation of new designations (e.g., Administrative Assistants), earmarking Assistant Director (Recruitment) posts for PA cadre, and recognising new roles like Marketing Executives and System Administrators.

Committee Response:

- I. The Committee clarified three key principles for any restructuring proposal:
 - A. Total cadre strength should not increase.
 - B. Proposals must be revenue-neutral, except for justified NFG components.
 - C. Every upgradation must be backed by functional justification.
- II. The Committee further decided to obtain detailed vacancy data, stagnation profiles, and workload statistics to validate the proposals.

5.2 Second Meeting with Staff Associations/Unions – Circle Office, Karnataka Circle⁴²

The Committee convened the Second Meeting in light of revised Terms of Reference (DoP letter No. Q-25/18/2025-PE-I-DOP dated 21.08.2025⁴³) empowering the Committee to undertake a composite cadre review across Post Offices, RMS, and CO/RO.

The Committee through Circle Office, Karnataka Circle initiated the second stage of consultations with various stakeholder groups i.e., Staff Associations/ Unions, which were earlier invited by the directorate for the first meeting, through a series of official communications:

- I. Karnataka Circle Office letter dated 02.09.2025⁴⁴ invited staff associations for meeting on 09–10.09.2025
- II. Subsequently through a revised letter dated 03.09.2025⁴⁵ rescheduled consultations to 15.09.2025 (Afternoon) for staff associations and 16.09.2025 (Forenoon) for Committee deliberations.

The following Associations/Unions were invited for consultation at Dak Bhawan, New Delhi:

- National Association of Postal Employees – Group C,
- Bharatiya Postal Employees Association – Group C,
- All India RMS & MMS Employees Union – Group C,
- All India Postal Administrative Offices Employees Union – Group C,
- National Union of RMS & MMS Employees – Group C,
- Bhartiya RMS & MMS Employees Union – Class III,
- Bhartiya Postal Administrative Offices Employees Union.

The meeting was held in the Conference Room, Circle Office, Karnataka Circle, Bengaluru, with hybrid participation via Google Meet

⁴² [Record of Discussions of the Second Meeting of CRC Committee with Staff Associations - 15.09.2025](#)

⁴³ [Q-25/18/2025-PE-I-DOP dated 21.08.2025 \(Revision of Terms of Reference\)](#)

⁴⁴ [ESA/9-144/CadreRestructuringCommittee/2025 dated 02.09.2025 \(Invitation to Unions\)](#)

⁴⁵ [ESA/9-144/CadreRestructuringCommittee/2025 dated 03.09.2025 \(Revised Invitation to Unions\)](#)

5.2.1 Proceedings of the Meeting

Chaired by the CPMG, Karnataka Circle, the meeting began with an outline of the revised Terms of Reference. Staff associations were invited to present detailed functional justifications.

Key highlights:

The Unions broadly emphasised the following:

I. RMS Cadres:

- A. Cadre review overdue; must be addressed distinctly from the Postal side.
- B. Many Sorting Assistants retire without promotion; at least retirement in LSG was sought as recognition.
- C. A large number of supervisory posts remain vacant; requested one-time RR relaxations and reduction in qualifying service (HSG-II after 3 years in LSG; HSG-I after 2 years in HSG-II).
- D. Demanded creation of NFG posts and supervisory strength in 3:1 ratio.
- E. Expressed concern that merger with Postal would cause seniority disputes; Rule-38 transfers preferred instead.

II. CO/RO (Administrative) Cadres:

- A. Proposed renaming of PACO as Administrative Assistant with further creation of Senior Administrative Assistant posts.
- B. Stressed assured promotion for every official during service.
- C. Requested one AD (Recruitment) post in each Circle to be filled from CO/RO cadre.
- D. Suggested restoration of DO PLI posts to Circles and creation of additional posts to meet business needs.
- E. Objected to cadre merger with Postal, insisting on preserving separate identity.

III. Postal (PO) Cadres:

- A. Highlighted anomalies from 2016 restructuring—LSG losing supervisory character, higher posts remaining vacant.
- B. Urged one-time relaxation of service conditions and automatic NFG to all HSG-I after 2 years, without restrictive caps.
- C. Requested proportional increase in PS Group-B quota, with HSG-I (NFG) considered for Group-B promotions under fitness-cum-merit route.

- D. Demanded parity with Inspectors in recognition and scale.
- E. Raised unresolved issues in Accounts line and SBCO merger.
- F. Opposed PA-SA merger; suggested inter-cadre mobility only through Rule-38 transfers.

Committee Response:

The Committee reiterated that suggestions would be examined within DoPT/DoE guidelines and assured the staff side of careful consideration. All associations were asked to submit detailed memoranda with data to supplement their oral presentations. The Committee indicated that further meetings could be convened if required.

5.3 Conclusion

The two meetings reflected a process of constructive engagement between the Committee and the staff side. The first meeting at Directorate, New Delhi (19.08.2025) captured the baseline concerns of stagnation, parity, cadre identity, and functional justification. The second meeting at Circle Office, Bengaluru (15.09.2025), under revised composite Terms of Reference, enabled more detailed and cadre-specific discussions across Postal, RMS, and CO/RO wings. These consultations ensured that the Committee's eventual recommendations were informed by the perspectives of all major stakeholders and grounded in functional realities.

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CHAPTER-6

Data Analysis and Research

A critical component of the Committee's work has been the collection and analysis of data relating to RMS and CO/RO cadres, in order to frame evidence-based recommendations. Recognising the repeated insistence of the Department of Expenditure (DoE) on functional justification, the Committee, through the Establishment Division of the Directorate, undertook a comprehensive exercise to gather office-wise and cadre-wise information from all Circles.

The data set covered:

- I. Sanctioned strength, working strength, and vacancies across SA/PA, LSG, HSG-II and HSG-I cadres in RMS and CO/RO Cadres.
- II. Stagnation profiles, i.e., the average service length before promotion vis-à-vis norms under the Recruitment Rules.
- III. Office categorisation (NSHs, Parcel Hubs, HROs, SROs, CO/RO offices, BNPL/BPC/IDC units) to assess workload and functional requirements.
- IV. Promotional structure comparisons between Postal side and RMS/CO/RO.
- V. Current Pay-Level of working officials for assessing financial implications of various restructuring scenarios.

In addition to raw data, the Committee relied on past reports, pay commission recommendations, recruitment rule amendments (2022), and functional studies of supervisory roles. The objective was not only to quantify the cadre structure but also to ensure that the proposals are aligned with modernisation, technological integration, and the expanding parcel/logistics business.

6.1 DoPT Cadre Review Guidelines for Group ‘C’ Employees/Posts

Before embarking on the composite cadre review of PA/SA, LSG, HSG-II and HSG-I grades, the Committee considered it essential to study the Cadre Review Guidelines issued by the Department of Personnel & Training (DoPT). This preliminary exercise was necessary to understand the broad framework within which the review/restructuring is to be undertaken, the boundaries and limitations placed by policy, and the key factors to be kept in view while formulating proposals. By familiarising itself with these guidelines, the Committee ensured that its work remains aligned to Government policy, functionally justified, and directed towards achieving both organizational efficiency and fair career progression in the grades/cadres under consideration.

Definitions:

The Department of Personnel & Training (DoPT), through its consolidated Cadre Review Guidelines ([OM No. I-11011/16/2022-CRD dated 30.09.2022](#)), provides a structured framework for reviewing cadres across Central Civil Services.

- I. **Group:** Central Civil Services are classified into Groups A, B, and C, each corresponding to rank, pay level, and degree of responsibility. Group ‘C’ employees are primarily engaged in operative, supervisory, and clerical duties, while Group ‘B’ forms the immediate supervisory and managerial layer above them. [[DoPT OM No. I-11011/16/2022-CRD dated 30.09.2022](#); *Central Services (Classification, Control & Appeal) Rules, 1965*]
- II. **Cadre:** As defined by the Administrative Reforms Commission (1969), a cadre is “a group of posts requiring similar skills—technical, professional, and/or administrative—arranged vertically according to levels of responsibility.” This implies that a cadre is not just a collection of posts, but a structured service pyramid. [*Study Team on Personnel Administration, Administrative Reforms Commission, 1969*]
- III. **Cadre Structure:** The hierarchical arrangement of posts in a cadre, with different grades forming successive layers, often pyramidal in nature. The “structural ratios” between feeder and higher grades determine promotional flow and functional balance. [[DoPT OM No. I-11011/16/2022-CRD dated 30.09.2022](#)]

“A cadre comprises persons who have been adjudged suitable and recruited to hold a group of positions requiring similar skills — technical, professional and/or administrative. Within a Service there may be more than one grade, arranged vertically according to the level of responsibility.”

— Study Team on Personnel Administration, Administrative Reforms Commission (1969)

Objectives of Cadre Review:

The Department of Personnel & Training (DoPT) has clarified that cadre reviews are not meant to be mere exercises in upgrading posts, but should be viewed as holistic manpower planning. As per DoPT [O.M. No. I-11011/16/2022-CRD dated 30.09.2022](#) (Cadre Review Guidelines, Annexure-I), the key objectives are:

- I. **Manpower Planning** – Cadre review should consider annual intake at entry level, maintenance needs, and future growth of the service rather than focusing narrowly on post upgradation.
- II. **Functional-Cum-Structural Balance** – Reviews must be carried out with due regard to duties, responsibilities, and efficiency. A pyramidal structure is desirable, with a suggested *3:1 feeder-to-promotion ratio* between successive grades.
- III. **Use of Norms** – Where Staff Inspection Unit (SIU) norms or yardsticks exist, these should form the basis for determining cadre strength.
- IV. **Periodicity** – Cadre review exercises should be undertaken at fixed intervals, especially for Groups B and C, rather than being triggered only by stagnation pressures.
- V. **Time-Bound Promotions** – Such promotions are generally discouraged and may be introduced only in exceptional circumstances.

Attributes of an Ideal Cadre:

Based on various Department of Personnel and Training (DOPT) Office Memoranda, the characteristics of an ideal cadre can be directly and indirectly inferred. A comprehensive list of these attributes, as understood from DOPT instructions^{[46](#) [47](#)}, is provided below:

- I. **Functional Justification** – The size and distribution of posts must be based on functional need and workload, not merely promotional aspirations.
- II. **Pyramidal Structure** – Cadres should generally follow a pyramid with a broad base of operative posts tapering into supervisory and managerial layers.
- III. **Balanced Ratios** – A structural ratio of about 3:1 between feeder and promotional grades is desirable for ensuring adequate promotional avenues without weakening base strength.

⁴⁶ [DoPT OM No. I-11011/16/2022-CRD dated 30.09.2022](#)

⁴⁷ [DoPT OM No. 22/1/2000-CRD dated 06.06.2000](#)

- IV. **Role Clarity** – Duties and responsibilities of each grade should be clearly demarcated; higher grades must involve additional supervisory, managerial, or specialised functions.
- V. **Equilibrium Between Efficiency and Career Progression** – Cadre reviews should balance organisational efficiency with fair promotional avenues to sustain morale.
- VI. **Dynamic and Periodic Review** – Cadre structures, particularly for Groups B & C, must be reviewed periodically (at least once every 5 years) rather than only in response to stagnation.
- VII. **Stagnation Mitigation** – Time-bound promotions or Non-Functional Grades (NFG/NFSG) may be introduced sparingly to relieve stagnation, without disturbing functional ratios.
- VIII. **Financial Prudence** – Restructuring must be fiscally sustainable. Abolition/creation of posts should follow “matching savings” and live-post verification.
- IX. **Equity Across Cadres** – Promotional avenues should be harmonised across comparable cadres/streams to avoid disparity and ensure uniformity in staff morale.
- X. **Adaptability to Emerging Functions** – Cadres must remain flexible to absorb new roles such as IT, digital operations, logistics, financial inclusion, and customer-centric services.

Relevance to PA/SA (Group C) and Supervisory Grades (Group B)

While much of the guideline architecture has historically centred on Group A services, its principles are equally applicable to Groups B & C cadres, such as PA/SA, LSG, HSG-II, and HSG-I:

- I. For **Group C cadres (PA/SA)**, the emphasis is on functional justifications—how many operative hands are required vis-à-vis supervisory posts, given workload, technology induction, and service delivery models.
- II. For **Supervisory Cadres Group C (LSG) & Group B (HSG-II, HSG-I)**, the focus is on achieving balanced pyramids so that supervisory responsibilities are not under-represented, and career progression is not unduly blocked.

The guidelines underline that promotional justice should not be achieved by mechanical upgradations but must be tied to demonstrable functional needs—e.g., expansion of IT-enabled functions, logistics hubs, and customer-facing services.

6.2 DoPT Guidelines/Instructions on Non-Functional Grades (NFG)

The concept of Non-Functional Grade (NFG) / Non-Functional Selection Grade (NFSG) was introduced by the Department of Personnel & Training (DoPT) to address prolonged stagnation in cadres where promotional avenues were limited. It provides for placement of eligible officers into a higher pay scale without conferring additional functional responsibilities or change in designation. Thus, it is a remedial measure for career progression and morale, not a functional promotion.

Application in Group A Services:

As per [DoPT OM No. 22/1/2000-CRD dated 06.06.2000](#) (read with subsequent orders and the consolidated OM dated 21.12.2022⁴⁸), NFSG is applicable to Organised and other Central Group 'A' Services:

- I. **Eligibility:** Officers generally become eligible for NFSG placement after completing 13–14 years of regular service in Group A, subject to vigilance clearance and service rules.
- II. **Ceiling:**
 - A. In Organised Group A Services, NFSG posts shall not exceed 30% of the senior duty posts (i.e. posts at Senior Time Scale and above).
 - B. In other eligible Group A Services, the ceiling is 15% of the senior duty posts.
 - C. There is no increase in the overall cadre strength; NFSG is carved out of the existing sanctioned posts.

Application in Other Cadres (Example: Stenographer Grade 'D')

DoPT has also extended NFSG benefits to certain non-Group A cadres. For example, Stenographer Grade 'D' (Central Secretariat Clerical Service) was granted NFSG with effect from 2012⁴⁹. In this case, DoPT prescribed **a ceiling of 30% of the sanctioned strength** of Stenographers Grade 'D' for placement in NFSG. This illustrates that the NFSG principle is not confined to Group A alone, though its application outside Group A is selective and cadre-specific.

⁴⁸ [DOPT-1671777510047 dated 21.12.2022](#)

⁴⁹ [No. 6/8/2018-CS-II\(C\) dated 31.08.2022](#)

Implications for Present Cadre Restructuring (PA/SA, LSG, HSG-II , HSG-I)

For Postal Assistants and Sorting Assistants (Group C) and their supervisory grades (Group B), the challenges of stagnation and limited promotions mirror the problems that led DoPT to evolve NFSG in Group A. While no universal DoPT order currently extends NFSG ceilings to Group B/C cadres, the precedent of Stenographers Grade 'D' shows that non-functional relief can be selectively applied to lower groups where promotional bottlenecks are severe.

Accordingly, in the present cadre restructuring of PA/SA and supervisory cadres, the Committee sought to examine the possibility of adopting a Non-Functional mechanism (in RMS & CO/RO Sides also) to provide dignity and career progression to long-serving officials who may otherwise retire without a single promotion. Circle-wise or cadre-wise numerical limits, as already practised in earlier Postal cadre restructuring orders (e.g., HSG-I NFG posts), could be used to balance functional justification with career relief.

6.3 DoPT Guidelines/Instructions on Inter-se Seniority

Determination of Seniority (DoPT Consolidated Instructions, updated 16.09.2022)

The Department of Personnel & Training periodically consolidates all instructions relating to seniority fixation across Central Civil Services. The latest consolidated guidelines (as of 16.09.2022⁵⁰) include specific provisions for cases of merger of grades or posts:

- I. **No disturbance of existing order** – When cadres/posts/grades are merged, the inter-se seniority of incumbents already holding posts in those grades is to be maintained as it stood immediately before merger. The mere act of merger does not reorder or reset seniority.
- II. **Higher pre-revised scale → senior position** – Where different pre-revised scales are merged into a single replacement grade, those who held posts in the higher pre-revised pay scale are placed en bloc senior to those in lower pre-revised scales.
- III. **Equal cadres/posts merged** – Where posts of the same pre-revised scale or equal category are merged, inter-se seniority is determined based on length of continuous service (officiation) in that grade/category. This ensures that those

⁵⁰ [DETERMINATION OF 'SENIORITY' OF PERSONS APPOINTED TO SERVICES AND POSTS UNDER THE CENTRAL GOVERNMENT. \(Updated on 16-09-2022\)](#)

with longer service remain senior, while protecting the integrity of panels and merit lists.

IV. **Recruits/panel-based appointees** – If some candidates had been selected through a panel or recruitment process before the date of merger but joined after it, their position is decided by the panel year/merit order, but placed below all incumbents as of the merger cut-off date.

In summary, Seniority during mergers is guided by continuity, scale hierarchy, and length of service, while protecting merit lists.

DoPT OM No. 20011/2/2019-Estt.(D), dated 13.08.2021⁵¹ — Inter-se seniority of Direct Recruits and Promotees

This OM was issued after a series of Supreme Court and High Court judgments that clarified how seniority between direct recruits (DRs) and promotees (PRs) should be determined.

Key principles:

- I. **Rotation of Quota (RoQ)** – Seniority is to be fixed by rotation of vacancies between DR and PR in the proportion prescribed in the Recruitment Rules (RRs). For example, if the quota is 50:50, the seniority list will alternate: one DR, one PR, and so on.
- II. **Year of availability principle** – Seniority is linked to the year in which a person actually joins the post/cadre, not just when the recruitment process was initiated. This corrects the earlier ambiguity where “recruitment year” and “joining year” were mismatched.
- III. **No retrospective seniority** – Neither DRs nor PRs can claim seniority from a date prior to their actual appointment/joining. Seniority accrues only from the actual date of appointment against a vacancy of the relevant recruitment year.
- IV. **Prospective effect** – The 2021 OM applies prospectively, meaning earlier seniority lists prepared under old instructions are not reopened or disturbed.

⁵¹ [DoPT OM No. 20011/2/2019-Estt.\(D\), dated 13.08.2021](#)

6.4 DoPT Guidelines on Minimum Qualifying Service for Promotion

The Department of Personnel & Training (DoPT) issued an Office Memorandum dated 20.09.2022⁵² revising the norms of minimum qualifying service required for promotion in line with the 7th Central Pay Commission (CPC) Pay Matrix. These instructions supersede earlier norms issued in 2009 (after the 6th CPC) and 1998 (after the 5th CPC).

The revision was necessitated because Recruitment Rules and Service Rules continued to rely on 6th CPC norms, whereas cadre structures had shifted to “Levels in Pay Matrix” introduced under CCS (Revised Pay) Rules, 2016.

6.4.1 Key Principles:

- I. **Alignment with Pay Matrix:** Minimum qualifying service for promotion is now prescribed with reference to Pay Levels (Level 1–17), rather than pre-revised Grade Pay or Pay Bands.
- II. **Statutory Nature of RRs:** Recruitment/Service Rules are statutory. Amendments have prospective effect, but protection clauses must be incorporated to safeguard incumbents already in feeder grades.
- III. **Protection Clause:** Where qualifying service has been increased, existing incumbents in feeder posts will continue to be governed by earlier norms, ensuring their chances of promotion are not adversely affected.
- IV. **Mandatory Amendments:** Ministries/Departments are required to amend their Service Rules/Recruitment Rules to substitute old pay scales/grade pays with Pay Levels in the Pay Matrix.

6.4.2 Norms of Qualifying Service:

The OM provides a detailed Annexure-I prescribing the revised minimum service for promotion between different Pay Levels. Some important benchmarks are:

SI No	Change of Level	Minimum Qualifying Service Required	SI No	Change of Level	Minimum Qualifying Service Required
1	Level 1 → Level 2:	3 years	10	Level 10 → Level 11:	5 years
2	Level 2 → Level 3:	3 years	11	Level 11 → Level 12:	10 years
3	Level 2 → Level 4:	8 years	12	Level 12 → Level 13:	5 years
4	Level 4 → Level 5:	5 years	13	Level 13 → Level 13A:	2 years
5	Level 5 → Level 6:	10 years	14	Level 13A → Level 14:	3 years
6	Level 6 → Level 7:	5 years	15	Level 14 → Level 15:	2 years
7	Level 7 → Level 8:	2 years	16	Level 15 → Level 16:	3 years
8	Level 8 → Level 9:	4 years	17	Level 16 → Level 17:	1 year
9	Level 9 → Level 10:	2 years			

Table 5. Minimum service norms for Promotion -DoPT

⁵² [DoPT OM No. AB-14017/4/2021-Estt.\(RR\) dated 20.09.2022](#)

6.4.3 Implications for Cadre Restructuring

The OM provides a detailed Annexure-I prescribing the revised minimum service for promotion between different Pay Levels. Some important benchmarks are:

- I. **Consistency Across Cadres:** Any restructuring must adopt these norms to avoid conflict between new cadre structures and statutory RRs.
- II. **Career Progression:** The service requirements define the pace of promotions and are therefore central to assessing stagnation and promotional avenues.
- III. **Group B & C Cadres:** The revised norms are directly relevant to non-gazetted and gazetted supervisory posts, since eligibility for promotion is explicitly tied to Pay Levels.
- IV. **Legal Safeguard:** Incorporation of “protection clauses” ensures fairness for existing employees, avoiding retrospective disadvantage.

6.4.4 Conclusion

The DoPT order of 20.09.2022⁵³ establishes a uniform, pay-level based system for prescribing minimum qualifying service for promotion. For the Cadre Restructuring Committee, these norms provide the statutory benchmarks against which promotion eligibility must be calibrated. Any recommendations for restructuring must therefore incorporate these qualifying service requirements in the Recruitment Rules of the concerned cadres, while ensuring protection for existing incumbents.

⁵³ [DoPT OM No. AB-14017/4/2021-Estt.\(RR\) dated 20.09.2022](#)

6.5 DoE Guidelines on Creation, Abolition, Upgradation and Downgradation of Posts

The Department of Expenditure, Ministry of Finance, issued consolidated guidelines on 05.01.2024⁵⁴ to regulate proposals for creation, abolition, upgradation or downgrading of posts in Government establishments. These guidelines serve as the overarching framework within which cadre restructuring proposals are to be examined. They aim to ensure functional necessity, financial prudence, and structural balance in the organization of cadres across Government services.

6.5.1 Core Principles

The order reiterates that:

- I. **Functional Justification** is the cornerstone of any proposal. Ministries/Departments must demonstrate the operational need for every proposed change, backed by data and analysis. Mere demands for parity or career progression are insufficient unless linked to actual work requirements.
- II. **Matching Savings:** Creation of new posts normally requires corresponding abolition of existing “live” posts of equivalent financial value. Vacant posts which have already lapsed or are deemed abolished cannot be offered as matching savings.
- III. **Pyramidal Cadre Structure:** The hierarchy of posts must remain pyramidal in nature, with sufficient feeder grades to sustain promotional avenues. Disproportionate expansion at higher levels without adequate base support is discouraged.
- IV. **Financial Prudence:** Ministries/Departments are responsible for furnishing realistic estimates of additional expenditure and demonstrating efficiency or service delivery gains commensurate with such costs.
- V. **Compliance with Rules and Recruitment Regulations:** Any restructuring must remain consistent with notified Recruitment Rules, extant instructions of DoPT, and general principles governing cadre management.

6.5.2 Creation of Posts

The creation of posts is permissible only against clear functional requirements, duly justified by workload, organizational necessity, or new policy initiatives.

Ministries/Departments must provide:

- I. Details of sanctioned strength, working strength and vacancy position;
- II. Nature of duties to be performed in the proposed posts;
- III. Impact on service delivery and efficiency; and
- IV. Financial implications with indication of how matching savings are proposed.
- V. No creation of posts is permissible merely to absorb surplus staff.

⁵⁴ [No. 7\(1\)/E.Coop-I/2017 dated 05.01.2024 - Compendium of Instructions \(DoE\)](#)

6.5.3 Abolition of Posts

Posts identified for abolition must be live posts. These are posts that exist in the sanctioned strength and are not deemed abolished under the orders of the Ministry of Finance relating to lapse of vacancies.

- I. The abolition of such posts is essential when used as matching savings for creation or upgradation of posts.
- II. Ministries/Departments must certify that posts proposed for abolition are functional, and not already deemed abolished.

6.5.4 Upgradation of Posts

Upgradation refers to the placement of an existing sanctioned post in a higher pay level.

- I. This is to be justified by change in duties, responsibilities, or higher skill requirements of the post.
- II. Upgradation **cannot be sought solely on grounds of parity with other cadres** or as a means to address stagnation, unless accompanied by functional rationale.
- III. The number of upgraded posts should not disturb the pyramidal cadre structure.

6.5.5 Downgrading of Posts

The guidelines distinguish between permanent downgrading and temporary downgrading:

I. Permanent Downgrading

- A. A post may be permanently downgraded (e.g., from a higher pay level to a lower one) only with the prior approval of the Department of Expenditure.
- B. This is treated as a structural change and requires the same level of scrutiny as creation or abolition.

II. Temporary Downgrading

- A. For administrative convenience, Ministries/Departments are empowered to order temporary downgrading of posts up to Group 'B' (Non-Gazetted) and Group 'C' cadres.
- B. This is permitted where suitable officers are not available in the feeder grades to fill higher posts, or where immediate exigencies demand.
- C. Such downgrading is strictly temporary and does not alter the sanctioned strength or structure of the cadre. Once eligible incumbents become available, the posts must be restored to their original level.

6.5.6 Applicability to Group 'B' and Group 'C' Cadres

The guidelines explicitly empower Administrative Ministries/Departments to take decisions on temporary downgrading of posts in Group 'B' (Non-Gazetted) and Group 'C' cadres.

However, creation, abolition, upgradation, or permanent downgrading of such posts requires approval of the Department of Expenditure.

This distinction ensures that routine administrative adjustments can be managed internally, while structural or permanent changes are centrally regulated for consistency and financial control.

6.5.7 Conclusion

The DoE order of 05.01.2024⁵⁵ provides the binding framework for any cadre restructuring exercise. It emphasizes functional need, financial prudence, and maintenance of a balanced hierarchical structure. Importantly, while temporary downgrading in Group B and C posts can be exercised at the Ministry/Department level, all other actions — creation, abolition, upgradation, or permanent downgrading — are subject to the scrutiny and approval of the Department of Expenditure. Any recommendations of the Cadre Restructuring Committee must therefore be in strict conformity with these principles to ensure acceptance and implementation.

⁵⁵ [No. 7\(1\)/E.Coord-I/2017 dated 05.01.2024 - Compendium of Instructions \(DoE\)](#)

6.6 Establishment Norms in Circle Office, Post Offices and Mail offices⁵⁶

The Committee also examined the establishment norms governing supervisory posts in Circle Offices, Post Offices, and Mail Offices. Although these norms were framed several decades ago, they provide valuable insight into the administrative rationale and workload considerations of that period. The Committee reviewed them not for direct adoption, but to understand the underlying principles that guided the structuring of supervisory positions, so as to evolve recommendations that are relevant to present-day functional realities and adaptable to future operational requirements.

Circle Office:

For each Circle Office, one post of Office Superintendent is sanctioned. The total number of Head Clerks/Head Assistants (General) shall be equal to 10 percent of the clerical posts in the Circle Office, excluding leave reserve. The ratio of Head Clerks to HSG Head Assistants (General) shall be 9:1.

Post Offices:

When the number of Postal Assistants in a Post Office is five or more, supervisory work hours are to be calculated. In offices having 2 to 5 Lower Selection Grade (LSG) Supervisors, the Postmaster will be in the grade of Higher Selection Grade-II (HSG-II). When there are more than six LSG Supervisors, the Postmaster will be in the grade of Higher Selection Grade-I (HSG-I).

Railway Mail Service Offices:

When there are six Sorting Assistants, the sixth post is to be upgraded to Lower Selection Grade (LSG). When one more post is justified in addition to the strength of six Sorting Assistants, two posts of Time-Scale Sorting Assistants are to be sanctioned instead of one, and the LSG Head Sorting Assistant will be provided purely for supervisory work. When the total number of Sorting Assistants is nine or above, supervisory work hours are to be calculated department-wise. The post of Head Sorting Assistant is to be upgraded to Higher Selection Grade-II (HSG-II) if he supervises two to five LSG Supervisors in his own set.

These establishment norms, though dated, served as a useful reference for understanding the historical basis of supervisory structuring. The Committee's recommendations, therefore, aim to retain the functional intent of these norms while aligning them with current operational dynamics and future organizational needs.

⁵⁶ [Establishment Norms for Supervisory Posts \(CO/PO/RMS\)](#)

6.7 Recruitment Rules – Postal Assistants (PA) & Sorting Assistants (SA)⁵⁷

Name of the Post	
Postal Assistant (Post Office)	
Postal Assistant (Circle Office and Regional Offices)	
Sorting Assistant (Railway Mail Service)	
Level in the Pay Matrix	Level 4 (Rs. 25500 - 81100) in the Pay Matrix
Eligibility (Selection) in General	
Age limit for Direct Recruits	<ul style="list-style-type: none"> I. Between 18 to 27 years for Direct Recruits other than GDSs II. Between 18 to 40 for GDSs III. (Relaxable subject to conditions)
Educational and Other Qualifications for Direct Recruits	<ul style="list-style-type: none"> I. Bachelor's Degree from recognised university II. Knowledge of Computer
Period of Probation, if any	<ul style="list-style-type: none"> I. Two years for Direct Recruits subject to successful completion of 'Induction Training'.
Method of Recruitment	40 % through Promotion from eligible officials 60% through Direct Recruitment

Table 6. Recruitment Rules of PA/SA Entry Grades in PO, RMS and CO/RO Offices

The revision of the Recruitment Rules in 2022, raising the minimum qualification for Postal Assistant and Sorting Assistant posts to a Bachelor's degree, marks a forward-looking reform aligned with the Department's evolving functional needs. With operations now spanning logistics, finance, and customer services in a digitally driven environment, this change ensures that new entrants possess the required digital competence, adaptability, and analytical skills. The Generation-Z workforce brings familiarity with technology and responsiveness to change, strengthening the Department's ability to keep pace with a fast-evolving communications and logistics sector.

Further, the intent of the revised Recruitment Rules is to foster a symbiotic relationship: while the Department provides these officials with an environment that encourages growth, learning, and career progression (thus avoiding stagnation), the officials in turn push the organization towards quicker adoption of new technologies, processes, and customer-centric practices. This continuous exchange ensures that India Post evolves into a modern service provider, leveraging the dynamism of its workforce while offering them the opportunities to thrive and contribute meaningfully to departmental transformation.

⁵⁷ F.No. 04-05/2015-SPN-I dated 20.06.2022 [RRs of PA & SA- Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (ii) vide GSR No. 459(E) on 17.06.2022.]

6.8 Recruitment Rules – HSG-I, HSG-II & LSG Grades

6.8.1 Higher Selection Grade-I in Post Offices & Railway Mail Service offices

As per the Revised Recruitment Rules, 2014⁵⁸ and the subsequent Amendment Rules, 2017⁵⁹, the post of Higher Selection Grade-I (HSG-I) in Post Offices and Railway Mail Service (RMS) Offices is classified as Group 'B' (Non-Gazetted), placed in Level-7 of the Pay Matrix. The mode of recruitment is by promotion, with eligibility restricted to HSG-II officials of the respective side (Postal or RMS) who have completed a minimum of **five years** of regular service in the feeder grade.

Name of the Post	Higher Selection Grade-I in Post Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 7 (44900 - 142400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Higher Selection Grade-II in Post Offices
Period of Probation	Not Applicable
Eligibility	Five years of regular service in Feeder Grade

Table 7. Recruitment Rules for HSG-I in Post Offices

Name of the Post	Higher Selection Grade-I in Railway Mail Service Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 7 (44900 - 142400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Higher Selection Grade-II in RMS Offices
Period of Probation	Not Applicable
Eligibility	Five years of regular service in Feeder Grade

Table 8. Recruitment Rules for HSG-I in Railway Mail Service Offices

Name of the Post	Higher Selection Grade-I in Circle/Regional Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 7 (44900 - 142400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Higher Selection Grade-II in Circle/Regional Offices
Period of Probation	Not Applicable
Eligibility	Five years of regular service in Feeder Grade

Table 9. Recruitment Rules for HSG-I in Circle/Regional Offices

⁵⁸ F.No. 4-26/2009/SPB-II dated 27.08.2014 [Revised Recruitment Rules, 2014 for the post of Higher Selection Grade-I in Post Offices and Railway Mail Service Offices, -Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 509(E) on 17.07.2014.]

⁵⁹ F.No. 20-41/2016-SPB-II dated 13.07.2017 [Amendment of Recruitment Rules, -Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 651(E) on 28.06.2017.]

6.8.2 Higher Selection Grade-II in Post Offices, Railway Mail Service Offices and Circle Offices/ Regional Offices

As per the Revised Recruitment Rules, 2013⁶⁰ and the subsequent Amendment Rules, 2017⁶¹, the post of Higher Selection Grade-II (HSG-II) in Post Offices and Railway Mail Service (RMS) Offices and Circle Offices/Regional Offices is classified as Group 'B' (Non-Gazetted), placed in Level-6 of the Pay Matrix. The mode of recruitment is by promotion, with eligibility restricted to LSG officials of the respective side (Postal or RMS or Circle Office/ Regional Offices) who have completed a minimum of **six years** of regular service in the feeder grade.

Name of the Post	Higher Selection Grade-II in Post Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 6 (35400 - 112400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Lower Selection Grade in Post offices
Eligibility	Six years of regular service in Feeder Grade

Table 10. Recruitment Rules for HSG-II in Post Offices

Name of the Post	Higher Selection Grade-II in Railway Mail Service Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 6 (35400 - 112400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Lower Selection Grade in Railway Mail Service offices
Eligibility	Six years of regular service in Feeder Grade

Table 11. Recruitment Rules for HSG-II in Railway Mail Service Offices

Name of the Post	Higher Selection Grade-II in Circle/Regional Offices
Classification	General Central Service, Group 'B', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 6 (35400 - 112400) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Lower Selection Grade in Circle Offices/ Regional Offices
Eligibility	Six years of regular service in Feeder Grade

Table 12. Recruitment Rules for HSG-II in Circle/Regional Offices

⁶⁰ F.No. 44-19/2009-SPB-II dated 01.01.2014 [Recruitment Rules, 2013 for the post of Higher Selection Grade-II in Post Offices (including Foreign Post Offices other than at Mumbai), Railway Mail Service Offices, Savings Bank Control Organization, Circle Office/Regional Offices, Returned Letter Offices, Foreign Posts at Mumbai and Independent Postal Stores in the Department of Posts- Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 746(E) on 22.11.2013.]

⁶¹ F.No. 20-41/2016-SPB-II dated 13.07.2017 [Amendment of Recruitment Rules, -Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 650(E) on 28.06.2017.]

6.8.3 Lower Selection Grade in Post Offices, Railway Mail Service Offices and Circle Offices/ Regional Offices

As per the Amended Revised Recruitment Rules, 2011⁶² and the subsequent Amendment Rules, 2017⁶³, the post of Lower Selection Grade(LSG) in Post Offices and Railway Mail Service (RMS) Offices and Circle Offices/Regional Offices is classified as Group 'C' (Non-Gazetted), placed in Level-5 of the Pay Matrix. The mode of recruitment is by promotion, with eligibility restricted to Postal/Sorting Assistants of the respective side (Postal or RMS or Circle Office/ Regional Offices) who have completed a minimum of **Five years** of regular service in the feeder grade.

Name of the Post	Lower Selection Grade in Post Offices
Classification	General Central Service, Group 'C', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 5 (29200 - 92300) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Postal Assistants in Post offices
Eligibility	Five years of regular service in Feeder Grade

Table 13. Recruitment Rules for LSG in Post Offices

Name of the Post	Lower Selection Grade in Railway Mail Service Offices
Classification	General Central Service, Group 'C', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 5 (29200 - 92300) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Sorting Assistants in Railway Mail Service offices
Eligibility	Five years of regular service in Feeder Grade

Table 14. Recruitment Rules for LSG in Railway Mail Service Offices

Name of the Post	Lower Selection Grade in Circle/Regional Offices
Classification	General Central Service, Group 'C', Non-Gazetted, Ministerial
Level in the Pay Matrix	Level 5 (29200 - 92300) in the Pay Matrix
Method of Recruitment	100 % by Promotion
Feeder Grade	Postal Assistants in Circle Offices/ Regional Offices
Eligibility	Five years of regular service in Feeder Grade

Table 15. Recruitment Rules for LSG in Circle/Regional Offices

⁶² F.No. 06-08/2010-SPB-II dated 02.01.2012 [Recruitment Rules, 2011 for the post of Lower Selection Grade in Post Offices, Railway Mail Service, Savings Bank Control Organization, Returned Letter Offices, Foreign Posts, Postal Stores Depot in the Department of Posts; Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 706(E) dated 21.09.2011 & GSR No. 62(E) on 31.01.2011.]

⁶³ F.No. 20-41/2016-SPB-II dated 13.07.2017 [Amendment of Recruitment Rules, -Official Gazette of India, Extraordinary, Part-II, Section 3, Sub-section (i) vide GSR No. 649(E) on 28.06.2017.]

An examination of the Recruitment Rules and subsequent amendments governing HSG-I, HSG-II, LSG and Postal Assistant/Sorting Assistant cadres reveals that the process of rationalisation across different functional units—such as Returned Letter Offices (RLOs), Postal Stores Depots (PSDs) and Foreign Post Offices—has been relatively gradual. Over time, there has been an evident attempt to bring about horizontal uniformity in the Recruitment Rules applicable to various units and grades, even though the feeder cadres for promotion continue to remain distinct.

The analysis shows that, while the nature of work may differ from one unit or office to another, the level of competencies, capacities and skill sets expected of officials at comparable grades is broadly similar across the Department. The key distinction lies not in the competency framework but in the specific experience acquired in the feeder grades—shaped by the type of office, the operational processes, and the functional exposure gained in those posts.

6.9 Study of Framework of Roles, Activities and Competencies for the PA and SA Cadres

To gain a comprehensive understanding of the duties and responsibilities across different supervisory levels, the Committee undertook an extensive study of the framework of roles, activities, and competencies pertaining to Postal Assistants/Sorting Assistants, LSG, HSG-II, and HSG-I officials in Post Offices (POs), Railway Mail Service (RMS) offices, and Circle/Regional Offices (CO/ROs). This study was aimed at clearly mapping the operational functions, supervisory requirements, and competency expectations at each grade, thereby establishing functional justification for cadre restructuring.

The Framework of Roles, Activities and Competencies (FRAC), issued by the Department of Personnel and Training (DoPT) in November 2020 and circulated vide Training Division Letter No. 01-67/2013-Trg. (Pt.) dated 21.01.2021, provides the responsibilities for various roles in Government. It sets out the guiding principles, common vocabulary, and structured steps to be followed for the pre-FRACing process under Mission Karmayogi. The framework enables Ministries and Departments to clearly understand job roles, associated activities, and required competencies, thereby ensuring role clarity, accountability, and capacity building across all levels of government.

6.9.1 FRAC for Postal Assistant (PO)⁶⁴

In Post Offices, Postal Assistants (PAs) serve as the key interface between the customers and the Department of Posts, functioning as the public face of the organization. They work in diverse capacities across the country and play a crucial role in delivering postal services on behalf of the Government of India. The cadre also acts as a vital link between customers, field staff such as Gramin Dak Sevaks, MTS, and Postmen, and the administrative units, thereby ensuring that operations flow smoothly from service counters to back-end offices.

Nature of Work:

The work of Postal Assistants is broad and covers both customer-facing and office-support functions. Their responsibilities include handling mail-related services such as registered posts, parcels, and money orders, maintaining accurate accounting and bookkeeping records for transactions including sale of stamps, postal orders, and other services, and providing direct customer service as the first point of contact for queries, complaints, and requests. They also perform essential clerical work such as filing, typing, and maintaining registers and office records, ensuring compliance with departmental standards and transparency in service delivery.

Functional Significance:

Postal Assistants are central to the Department's ability to deliver reliable and citizen-centric services. By ensuring accurate record keeping, prompt handling of customer needs, and efficient execution of both financial and non-financial transactions, they uphold service quality and accountability. Their work directly impacts customer satisfaction, operational efficiency, and the credibility of the Department of Posts as a service provider to the public. By bridging the operational and administrative sides of the organization, PAs contribute to both service delivery and systemic efficiency.

Range of Roles:

The Postal Assistant designation covers a wide spectrum of roles reflecting the varied functions of the Department. These include MPCM PA, Mails PA, Sorting PA, Delivery PA, Registration/Parcel/Speed Post PA, Treasurer, Savings Bank PA, Sub Accounts PA, Accounts PA, CPC (PLI) PA, Philately PA, SBCO PA, Foreign Post PA, and Office Assistant in Divisional Offices. Beyond these, PAs are also deployed as Trainers, Development Officers (PLI), System Administrators, and Business Post Centre (BPC) PAs, thus contributing not only to front-end service delivery but also to specialized, administrative, and business development functions. This diversity of roles underscores the PA's importance as the backbone of the postal system.

⁶⁴ [FRACing for the cadre of Postal Assistant \(Post Office\) - PTC Mysuru](#)

Role	Activities
MPCM PA	<ul style="list-style-type: none"> → Books registered/Speed/parcel (domestic & international), EMO/bulk EMO, VPL/VPP/insured. → Handles e-payments (utilities/NPS), PLI/RPLI premiums, service stamps, IPO sale/payment. → Compiles MO/EMO, generates reports/returns, window delivery, and weeds time-barred records. → Supports DO targets (BD/SB/SSA/PLI/RPLI/Jan Suraksha) and other duties of the Postmaster.
Mails PA	<ul style="list-style-type: none"> → Receives mail bags, checks lists, opens D-bags; routes to registration/parcel branches. → Handles table sorting, account transit bags, subsequent receipts, and statistics (ordinary/unpaid). → Prepares BR permits, labels, mail lists; maintains bag accounts and dispatches. → Works per Vol VI Ch.2; Annexure-C, SO account bags, joint custody, cleanliness/record weeding.
Sorting PA	<ul style="list-style-type: none"> → Morning table sorting for delivery; sorts missent and unregistered dispatch mails. → Prepares station-wise bundles for registered newspapers; closes extra bags as needed. → Custody/issue of LB plates/keys; assists Mails PA in evening closings. → Follows Vol VI Ch.3; maintains cleanliness, weeds records, supports targets.
Delivery PA	<ul style="list-style-type: none"> → Receives/examines mail bags; sorts delivery and missent articles. → Identifies unpaid/insufficiently paid/breach cases; invoices in DPMS/PDMS. → Transfers registered/parcel/speed bags to respective branches; communicates Addressee's Book instructions. → Supports divisional targets and other assigned duties.
Registration Delivery PA	<ul style="list-style-type: none"> → Opens/verifies registered bags; signs lists and disposes checked articles. → Sorts foreign/COD/VPL; enters SAP; invoices by beat and generates slips. → Handles second delivery, postman returns, TD/Non-TD sorting, reports, VP MO details. → Manages VP/COD registers, cleanliness/record weeding, assists DPM/APM; supports targets.
Parcel Delivery PA	<ul style="list-style-type: none"> → Opens/verifies parcel bags; signs lists; disposes checked Regd. parcels. → Sorts foreign/COD/VPP; SAP entry; invoices by beat; generates slips. → Ensures timely despatch, second delivery invoicing, checks returns; prepares TD/Non-TD/station bags. → Generates reports, handles VP/COD registers, cleanliness/record weeding; supports targets.
Speed Delivery PA	<ul style="list-style-type: none"> → Opens/verifies Speed Post bags; signs lists and disposes checked items. → Sorts foreign/COD; SAP entry; invoices by beat; generates delivery slips. → Ensures despatch, second-delivery invoicing, checks returns; TD/Non-TD prep.

Role	Activities
	<ul style="list-style-type: none"> → Handles COD registers, reports, cleanliness/record weeding; supports targets.
MO/e-MO Paid PA	<ul style="list-style-type: none"> → Prints e-MOs in DPMS/PDMS; beat-wise invoicing; generates slips for DPM authorization. → Redirects mis-sent e-MOs; prepares credit-to-SB lists; handles pension e-MOs (deceased) to treasury. → Takes returns, marks window-paid, compiles DO e-MOs; monthly paid returns to DAP. → Custody of deposits, statistics, discrepancy dispatch, checks paid/unpaid; supports targets.
Treasurer	<ul style="list-style-type: none"> → Per FHB Vol II/P&T Vol VI: fake-note check, cash-book, joint custody with Postmaster. → Opens overnight account/cash bags; issues cash to postmen; manages SO remittances. → Pays bills/pensions/rolls; PA-61/out-of-account disposal; stamps stock/indents/PSD. → Weekly cash/stamp reports, ZFR_DAY_NEW/DTR, NEFT/cheques, service stamps, stationery; record weeding/targets.
SB Counter PA	<ul style="list-style-type: none"> → Accepts deposits/withdrawals/ closures across SB/TD/PPF/NSS/SSA/ SCSS/APY/PMJJBY/PMSBY; passbook work. → Transfers; new/duplicate PBs; KYC/CIF; Form 15H; cheque books/ATM; LOT/voucher flow. → NSC/KVP issue/discharge/pledge; MIS; IPPB; claims; TDS/Form 16A; SAP tallies/reports. → Cheque/NEFT/CTS handling; KYC scans; agent renewals/schedules; assists targets.
Sub Accounts PA	<ul style="list-style-type: none"> → Opens/closes SO account bags; distributes vouchers/documents to branches. → Sorts SO slips; prepares daily non-receipt reports; reviews ECB memos. → Supports divisional targets and other duties assigned.
Accounts Branch PA	<ul style="list-style-type: none"> → Prepares Estb./Gazetted pay bills, schedules, audit copies; LPCs. → Maintains registers (GPF/CPF/CGEGIS/HBA/PLI/union/contractors/ landlords/utilities/contingent). → Manages arrears/bonus/pensions/GDS; NPS/PRAN; returns to DO/DAP; ACG-17/NEFT. → Pension master data/Jeevan Pramaan/IT-TDS; cheque reconciliations; GST/PLI-RPLI GL; simulate pay slips with DAP; compliance/dispatch.
CPC (PLI) PA	<ul style="list-style-type: none"> → Scrutinizes/scans proposals; ECMS stages; McCamish data entry; prints acceptance/PRB/policy bonds. → Indexes/scans service requests; letters; records (maturity/surrender/ death/loan/revival/changes/etc.). → Uploads pay-recovery bulk; daily collections; due statements; disbursements; QC submission. → Helpdesk tickets; customer queries; local sysadmin (IDs/outages/ hardware); cleanliness/compliance.
Philately PA	<ul style="list-style-type: none"> → Receives/sells commemoratives, FDCs, special covers, stationery; provides first-day/special cancellations.

Role	Activities
	<ul style="list-style-type: none"> → Maintains catalogues, deposit accounts, stock/SAP; executes mail orders and PDA dispatch. → Prepares packs/My Stamps; reports to DO/RO/CO; displays/workshops/outreach. → Handles technical issues, weeding of obsolete items, monthly enquiries.
Office Assistant (Staff Branch - B1) PA	<ul style="list-style-type: none"> → Maintains personal files; gradation lists; R&E, appointments, promotions, trainings, postings, transfers. → Processes leave, welfare, confirmations, LGO exams; sports/cultural/club/ co-op matters. → Handles MACP, roster, user-credential changes in CSI; awards proposals; IR/VR compliance.
Office Assistant (Staff Branch - B2) PA	<ul style="list-style-type: none"> → Manages staff matters for Postmen/MTS/GDS and allied cadres: R&E, postings, transfers, leave. → Processes exams, confirmations, ex-gratia/severance/SDBS, GDS BPM appointments. → Handles MACP, rosters, seniority/gradation; GDS online recruitment, compassionate cases, DAR PAN, CWF. → CAT initial dealings; GDS LWA, paid substitutes, Rule-3 transfers; IR/VR compliance.
Office Assistant (Establishment Branch - A) PA	<ul style="list-style-type: none"> → Periodical SO/HO and triennial BO reviews; open/close/merge/relocate/grade changes. → Creation/abolition/redeployment/redesignation of posts; sanctioned registers/maps/beat maps. → Processes MDWs; contingent/FSC/HRA/classified list/franchise; GDS allowance revisions. → Sanctions cash handling/cycle/split duty; double-TA cases; statements.
Office Assistant (Stock Branch - J) PA	<ul style="list-style-type: none"> → Supplies stock/furniture/forms/stamps/seals/PPE; vehicles (inspection/DMMS); non-building/tech bills. → Indents and replaces letter boxes; master schedule of forms; scrap weeding/tenders. → Registers (ROTF/CEA/CEFA); DQMS/photocopier upkeep; GeM procurement & SAP movements. → Signage/CCTV/fire/aquaguard; philately special covers/stamps; bureau monitoring/workshops; weights/TOLIC; IR/VR compliance.
Office Assistant (Building Branch - D) PA	<ul style="list-style-type: none"> → Handles departmental buildings/site acquisition; rent revision; FRAC matters. → Processes PO shifting/identifies premises; maintains rulings for utilities/HRA/RFQ. → Corresponds on construction/fencing; maintains land/building records; staff quarters/allotment/grievances. → Ensures IR/VR compliance for Branch D.
Office Assistant (Mails Branch - G) PA	<ul style="list-style-type: none"> → Manages divisional mail arrangements, contracts, re-tendering. → Issues/updates LB statements, due sorting lists, business hours; plants new LBs. → Handles post boxes/bags, enumeration, mail subsidies; maintains extensive registers (MMS/EMD/quarters, etc.). → Monitors Nanyatha, Postman Mobile App, test letters; IR/VR compliance.

Role	Activities
Office Assistant (Inspection Report Branch - IR) PA	<ul style="list-style-type: none"> → Processes IRs/VRs: receipt, review, DH remarks, reminders, closure. → Maintains inspection registers/programmes/diaries; issues IDs to staff/GDS. → Handles ECB memos; revises cash/stamp dealings; ensures timely stamps/stationery supply. → Manages PO bank accounts (B-class+), new accounts, clearing house; statements/files; registered letter receipt. → Monitors Nanyatha, Postman Mobile App, test letters; IR/VR compliance.
Office Assistant (Investigation Branch - F) PA	<ul style="list-style-type: none"> → Handles loss/fraud investigations: bag/date-stamp loss, PO/LB thefts. → Processes disciplinary files (GDS Rule 10; CCS(CCA) 14/16), appeals/petitions, ADA cases. → Tracks court/CAT/DCF/Consumer cases; maintains comprehensive complaint/discipline/loss registers. → Coordinates correspondence and documentation.
Office Assistant (Complaints & RTI Branch) PA	<ul style="list-style-type: none"> → Processes RTI (own and forwarded), conducts Quarterly Dak Adalats. → Handles complaints via CRM, PG Portal, Twitter, Google Business, WhatsApp, Post Info, Anche Mitra, phone, in-person. → Submits periodic statements; ensures IR/VR compliance; maintains RTI/PG/Twitter/WhatsApp/IPCC/court/CAT/ADA/manual/RO registers.
Office Assistant (PLI/RPLI) PA	<ul style="list-style-type: none"> → Handles PLI/RPLI dealings; verifies/approves >₹20L policies; online approvals; early death claims. → Monitors CPC; maps/creates McCamish/agent/BPM IDs; resets passwords; DAR PAN mappings. → Direct Agent/FO meetings; SBG cases; CSV validations; monthly premium monitoring at SO/BO. → Ensures statements, rulings, and IR/VR compliance.
Office Assistant (Business Development) PA	<ul style="list-style-type: none"> → Manages BD products (Speed/Business/Bill/Mass/Parcel/Retail/Media/Direct/e-Post, BP-COD/SP-COD/Logistics). → RMFM licenses; BNPL agreements; WUMT/NPS/Post Shoppe; SGB/Gangajal/PMJAY; exam materials/e-ballots. → Monitors e-Payment, parcels, Pack-to-Post, ME diaries; incentives/Aadhaar wages; ads/camps/awards. → Handles Print-to-Post, birth/death certs, Mangala, taxes/bills, airport counters; reviews & reporting.
Office Assistant (Technology) PA	<ul style="list-style-type: none"> → Procures IT/hardware via GeM/LPC; invoices/sanctions/payments; maintains inventories/history. → CAMC tenders/repairs; Aadhaar kit/vendor follow-up; generator repairs; condemnation/disposal. → SIFY/MPLS/FTTH connectivity: tickets, configs, replacements; SAP/IM/CSI issues; TCB cash-limit changes. → Employee ID/roles workflows; BNPL/customer IDs; DPMS beats; mail schedules; data cards; reports.
Office Assistant (PMU) PA	<ul style="list-style-type: none"> → Monitors Speed/Registered/Parcel/eMO/e-Post/BP-/EP-/SP-COD; submits accountable-article reports. → Uses BI reports; maintains asset register; arranges SDH meetings. → Monitors SSY/DBT; IPPB (funded accounts/devices/IDs/repairs); FRMU

Role	Activities
	<p>alerts.</p> <ul style="list-style-type: none"> → Checks CSI GLs (postman liability, POS balance, MO/VP/transit) and DARPAN CBS in BOs.
Office Assistant (L Branch) PA	<ul style="list-style-type: none"> → Handles SB/RD/TD/MIS/SCSS/SSA/PPF/etc; SB revenue monitoring. → Passbook/IPO stocks; MNREGS; AML reports; high-value withdrawal checks; Aadhaar seeding; SBCO liaison. → Death claims (SB Orders 31/2020, 36/2020); registered newspapers/telephones/CUG/cable licensing; periodic statements/registers. → ATM kit indents; net/mobile banking; Finacle user/ID/SOL/inventory; agents; EOD/cheque zone; Jan Suraksha claims; complaints and misc. filings/events.
Trainer	<ul style="list-style-type: none"> → Conducts classroom training; prepares materials; supports design and new methodologies. → Coordinates courses, evaluations, and logistics; oversees mess/hostel for smooth programmes. → Builds departmental capacity and skills.
Development Officer (PLI)	<ul style="list-style-type: none"> → Drives PLI/RPLI business: prospecting, agent team building/training, lead database. → Coordinates with CPC on proposal quality; arranges medicals; cross-sells SB/Jan Suraksha. → Handles death-claim inquiries; tour diary; division liaison; supports PLI/RPLI melas.
System Administrator	<ul style="list-style-type: none"> → Installs software; secures backups; updates rates on displays; maintains history sheets. → Coordinates repairs; manages security/password cycles; reports IT needs; Resolves hardware issues via AMC & Software issues; → Ensures cleanliness and other assigned duties.
BPC PA	<ul style="list-style-type: none"> → Handles Business/Direct/Logistics Post; bulk ordinary/registered/parcel/franking and dispatch. → Books BNPL Speed/Parcels/COD/insured; raises invoices; sends bills; maintains BNPL/cheque/parcel registers. → Validates/upload bulk data; manages cheques/NEFT/Form-L/SAP entries; treasury coordination. → Prepares statements; processes COD payments; IR/VR compliance.
SBCO PA	<ul style="list-style-type: none"> → Generates long-book detailed reports (BRN/SDP/AO) from Finacle MIS; saves/tallies with consolidation. → Verifies signatures/stamps/voucher counts; compares vouchers with common LOT. → Checks deposits/withdrawals/fees/rebates/refunds/recoveries; certifies "checked & verified"; raises objections and any other assigned work.

6.9.2 FRAC for Sorting Assistant (RMS)⁶⁵

A Sorting Assistant plays a vital role in the postal system by ensuring the efficient movement of mail and parcels across different stages of processing and delivery. Their primary responsibility is to sort and process both incoming and outgoing articles so that each item is accurately routed to its destination. By organizing articles according to destination, size, and service category, Sorting Assistants directly contribute to timely delivery and the reliability of the postal network.

Nature of Work:

The day-to-day work of a Sorting Assistant involves the use of both manual methods and modern tools such as barcodes and automated sorting machines. They collaborate with other postal staff to coordinate the flow of mail, track articles throughout the system, and prepare dispatches for delivery. In addition, Sorting Assistants maintain accurate records and logs, input data into computer systems, scan barcodes, and ensure that all articles are properly documented and accounted for, thereby safeguarding accuracy and accountability.

Functional Significance:

By improving accuracy, reducing errors, and maintaining speed in the sorting process, Sorting Assistants enhance overall operational efficiency and delivery performance. Their work helps optimize the use of vehicles, equipment, and manpower, resulting in cost savings and better utilization of resources. In turn, this leads to faster, more reliable service delivery, strengthening customer trust and satisfaction with the Department of Posts.

Range of Roles:

The designation of Sorting Assistant spans an exhaustive set of roles across operational, financial, and administrative functions. They are deployed in Counter Operations, Mails Branch, Sorting Branch, Registration Branch, Parcel Branch, and Speed Post Branch, and also serve as Mail Agents in important sections, TMOs, and Checking Branches. Further, they take up roles as Information Clerks, Cashiers, and in Accounts Branches, while many are posted as Office Assistants in Divisional Offices. This broad spectrum of assignments demonstrates the multifaceted nature of the Sorting Assistant's role, making them indispensable for both frontline operations and back-office administration in the Department of Posts.

⁶⁵ [FRACing for the cadre of Sorting Assistant - PTC Madurai](#)

Role	Activities
Counter Operations	<ul style="list-style-type: none"> → Maintenance, Operation and function in POS counter. → Booking of registered letters, speed post articles, etc. → Collection of franked articles and RNP → Stamp selling. → Transfer booked articles to Sorting branch
Mails Branch	<ul style="list-style-type: none"> → Perform MSA duties as per Postal Manual & MNOP guidelines. → Open/close MBs, TBs, and account TBs on time as per Due Mail List. → Receive/hand over registered and Speed Post bags; ensure safe custody of account bags till dispatch. → Assist HSA in sorting TD/NTD unregistered mail.
Sorting Branch	<ul style="list-style-type: none"> → Receive unregistered mail from the Mails Branch. → Monitor Letter Box (LB) clearance and check postage stamps on articles. → Perform facing and defacing of articles as required. → Dispatch processed articles promptly.
Registration Branch	<ul style="list-style-type: none"> → Receive and physically examine registered bags. → Open bags and process articles received. → Close bags after processing. → Hand over bags to the Mails Branch for dispatch.
Parcel Branch	<ul style="list-style-type: none"> → Receive and physically examine parcel bags. → Open bags and process parcel articles. → Close bags after processing. → Hand over bags to the Mails Branch for dispatch.
Speed Post Branch	<ul style="list-style-type: none"> → Receive and physically examine Speed Post bags. → Open bags and process Speed Post articles. → Close bags securely and hand over to Mails Branch. → Prepare and dispatch transit bags (TBs) on important mail lines.
Mail Agent	<ul style="list-style-type: none"> → Receive and physically examine bags in section. → Monitor and open bags for processing. → Close bags securely after examination. → Prepare and dispatch transit bags (TBs).
Checking Branch	<ul style="list-style-type: none"> → Handle paperwork related to mail operations. → Tally abstracts to match figures with mail movement. → Oversee distribution of bags. → Prepare and manage Bag Balance Reports.
Mail Agent in TMO	<ul style="list-style-type: none"> → Receive and physically examine bags in the TMO. → Monitor and open bags for processing. → Close bags securely after examination. → Prepare and dispatch transit bags (TBs).
Accounts Branch	<ul style="list-style-type: none"> → Manage cash receipt, disbursement, vendor payments, IT and GST compliance. → Ensure safe custody of cash and remittances. → Handle drawal of pay, allowances, and pensions. → Maintain service books and leave accounts.

Role	Activities
Cashier	<ul style="list-style-type: none"> → Handle cash receipt, disbursement, vendor payments, IT and GST compliance. → Ensure safe custody of cash and timely remittances. → Manage pay, allowances, pensions, service books, and leave accounts. → Remit deducted taxes, issue Form 16, and process GST remittances.
OA in Divisional Office	<ul style="list-style-type: none"> → Handle recruitment, roster, training, exams, transfers, retirements, court cases, and disciplinary matters. → Manage CMMS renewals, payments, RNP/RMFS licenses, and exceptional mail arrangements. → Conduct statistical reviews, process bills, liaise with Railways, and maintain building/land records. → Handle complaints, IR/VR compliance, hardware/service desk issues, Dak, and record maintenance.

6.9.3 FRAC for Postal Assistant (Circle Office/Regional Office)⁶⁶

Postal Assistants in Circle Offices (CO) and Regional Offices (RO) are a vital support cadre in the Department of Posts, working behind the scenes to ensure effective administration, monitoring, and policy execution. Unlike field-level Postal Assistants, who directly handle mail or customer services, the CO/RO cadre supports senior officers in governance and office management, thereby acting as the administrative backbone of postal operations at higher levels.

Nature of Work:

The work of CO/RO Postal Assistants is largely clerical and supervisory in nature, encompassing file processing, drafting, noting, handling of dak, and maintaining registers and records. They manage correspondence, prepare statements and reports, process proposals for establishment, recruitment, vigilance, finance, and welfare matters, and ensure timely compliance with directions from higher authorities. Their duties are closely linked with policy framing, administrative control, and resource management, making their role integral to the day-to-day functioning of Circle and Regional offices.

Functional Significance:

The functional importance of CO/RO Postal Assistants lies in their ability to translate policies into action and ensure uniform implementation across Divisions. By assisting in staff management, financial allocation, monitoring business targets, handling vigilance and legal matters, and managing buildings and technology projects,

⁶⁶ [FRACing for the cadre of Postal Assistant \(CO/RO\) - PTC Darbhanga](#)

they provide the foundation for efficiency, accountability, and service delivery at the macro-administrative level. Their contribution directly impacts the Department's capacity to maintain discipline, ensure compliance, improve productivity, and achieve the vision of "India Post as the customer's first choice."

Range of Roles:

The cadre covers a wide range of specialized roles, reflecting the diversity of postal administration. These include Office Assistants in Staff, Recruitment, Establishment, Vigilance, PG, Accounts, PLI/RPLI, Financial Services, Business Development, Mail, Philately, Technology, Building, IR/VR, RTI, Legal, Investigation, Welfare, Union, and Central Registry branches. Each role has distinct duties—ranging from processing transfers, handling disciplinary cases, managing budgets, and promoting business products, to maintaining buildings, overseeing fraud cases, or implementing IT modernization projects. Collectively, this broad spectrum of responsibilities ensures that the CO/RO Postal Assistant cadre functions as the key administrative arm of India Post.

Role	Activities
OA Material Management	<ul style="list-style-type: none"> → Handles procurement of goods and services and monitors stock. → Maintains asset registers and related records. → Ensures timely weeding out and disposal of unserviceable items. → Prepares and submits prescribed statements to higher authorities.
OA Staff	<ul style="list-style-type: none"> → Processes transfers, postings, and promotions (DPC/DSC meetings). → Handles leave applications and staff grievances (Dept. & GDS). → Maintains gradation lists, records, and organizes staff training. → Prepares and submits prescribed statements for monitoring.
OA Recruitment	<ul style="list-style-type: none"> → Prepares and manages ADR plans, reservation and roster registers. → Conducts recruitment of staff and processes GDS engagement online. → Handles GDS transfer requests and pre-appointment formalities. → Coordinates with outsourced agencies and organizes CRC/CCE meetings.
OA Vigilance	<ul style="list-style-type: none"> → Monitors and initiates disciplinary cases and processes appeals/revisions. → Constitutes vigilance squads and Suspension Review Committees. → Handles vigilance, CVC cases, and vigilance clearance reports. → Maintains punishment registers and submits prescribed statements.
OA PG	<ul style="list-style-type: none"> → Deals with complaints and grievances from various sources. → Monitors and ensures timely disposal of cases, including VIP references. → Maintains grievance registers and prepares prescribed statements. → Supports transparency and accountability in grievance redressal.
OA Establishment	<ul style="list-style-type: none"> → Manages opening, closure, retention, and diversion of POs/MOs and Franchise Outlets. → Handles creation, abolition, redeployment of posts, and office upgradation/downgradation. → Maintains establishment registers and conducts periodic reviews. → Deals with VIP references, BO infrastructure supply, and mail traffic analysis.
OA Philately	<ul style="list-style-type: none"> → Organizes exhibitions, philatelic campaigns, and cultural competitions. → Oversees issuance of First Day Covers, Special Covers, and related

Role	Activities
	<p>products.</p> <ul style="list-style-type: none"> → Manages Philatelic Bureaux and monitors target achievement and fund use. → Maintains registers, diaries, and submits prescribed statements.
OA FS	<ul style="list-style-type: none"> → Allocates and monitors financial service targets for subordinate offices. → Ensures compliance with AML/CFT norms and responds to FRMU alerts. → Maintains records and registers related to financial services. → Prepares and submits prescribed statements regularly.
OA Accounts	<ul style="list-style-type: none"> → Prepares BE/RE budget and allots funds to regions/divisions. → Monitors expenditure and sanctions Medical/TA bills and other staff claims. → Maintains service books and provides advice on purchase-related files. → Handles cash indenting, record maintenance, submission of statements.
OA (PLI/RPLI)	<ul style="list-style-type: none"> → Allocates PLI/RPLI targets and funds to RO/DO units. → Monitors target achievement and promotional activities. → Oversees incentive payments and settlement of early death claims. → Maintains records and submits prescribed statements.
OA (IR/VR)	<ul style="list-style-type: none"> → Issues and monitors inspection programs and compliance of IRs/VRs. → Reviews fortnight diaries of Divisional Heads. → Preserves IRs of DPS/PMG and maintains related records. → Submits prescribed statements for monitoring and accountability.
OA (Technology)	<ul style="list-style-type: none"> → Oversees IT modernization projects, hardware deployment, and vendor liaison. → Monitors AMCs and implementation of new IT projects. → Manages enabling, disabling, and transfer of CSI user IDs. → Maintains records and submits prescribed statements on technology functions.
OA (Buildings)	<ul style="list-style-type: none"> → Manages departmental, heritage, and rented buildings, along with staff quarters. → Handles lease deeds, rent payments, and vacant land management. → Coordinates with multiple agencies for building projects and maintenance. → Oversees Swachh Bharat, renewable energy, and water conservation initiatives.
OA (Mails)	<ul style="list-style-type: none"> → Monitors MNOP/PNOP, Postman Mobile App, and Nanyatha for mail efficiency. → Handles DM&SL, Sorting Memos, CMMS tendering, and bag balance oversight. → Issues WPP licenses, conducts surveys, and reviews statistical memorandums. → Manages festival/occasional mail disposal and manpower outsourcing.
OA	<ul style="list-style-type: none"> → Organizes postal sports/cultural meets and manages team selection.

Role	Activities
(Welfare)	<ul style="list-style-type: none"> → Constitutes committees for events and supports recreation clubs. → Handles GDS welfare matters and welfare board issues. → Oversees manpower outsourcing, maintains records, and submits reports.
OA (OL)	<ul style="list-style-type: none"> → Implements and monitors compliance with the Official Language Act, 1963. → Promotes use of Hindi through workshops, quizzes, and competitions. → Provides translation services into Hindi as required. → Maintains records and submits prescribed language compliance reports.
OA (RTI)	<ul style="list-style-type: none"> → Processes applications received under the RTI Act, 2005. → Handles RTI appeals and ensures timely resolution. → Deals with second appeals submitted to the Central Information Commission (CIC). → Prepares and submits prescribed RTI compliance statements and reports.
OA (Legal)	<ul style="list-style-type: none"> → Monitors and processes High Court, CAT, and Consumer Forum cases, and implements orders. → Handles contempt cases and ensures compliance. → Updates court case details on the LIMBS portal. → Liaises with Senior Standing Counsel/Government Advocates and submits required statements.
OA (Investigation)	<ul style="list-style-type: none"> → Monitors and processes investigations of loss and fraud cases. → Reviews DLI and CLI reports for accuracy and compliance. → Settles loss and fraud claims and processes closures. → Maintains records and submits prescribed statements for accountability.
OA (Business Development)	<ul style="list-style-type: none"> → Allocates and monitors business targets for regions and divisions. → Oversees Aadhaar, e-Post, COD, SP, Gangajal, Passport, Parcel, Business Post, CSC, and other products. → Processes opening of franchise outlets. → Submits prescribed statements and maintains business-related records.
OA (Union)	<ul style="list-style-type: none"> → Manages all matters relating to postal unions. → Organizes union meetings and issues minutes. → Ensures compliance with meeting decisions and verifies membership. → Submits prescribed statements and maintains union-related records.
OA (CR)	<ul style="list-style-type: none"> → Receives, diarises, and registers all types of Dak. → Forwards Dak to concerned branches for action. → Maintains the File Movement Register for tracking. → Prepares and submits prescribed statements.

6.9.4 FRAC for LSG (Postal Side)⁶⁷

Lower Selection Grade (LSG) officials in the Postal Side represent the first supervisory cadre in the hierarchy of India Post. They are positioned between clerical staff (Postal Assistants) and higher supervisory officers, ensuring that operations at Head Post Offices, large Sub Offices, and other key units function smoothly. LSG officials shoulder the dual responsibility of managing routine operations while guiding staff, thus bridging execution with oversight.

Nature of Work:

The work of LSG officials in the Postal Side is primarily supervisory in nature. They oversee multiple operational branches such as counters, savings bank, delivery, accounts, treasury, and customer service. Their responsibilities include ensuring that financial rules are observed, transactions are processed accurately, registers and returns are maintained properly, and customer services are delivered efficiently. They also provide technical and procedural guidance to Postal Assistants, safeguard government property, and monitor adherence to rules across different functions.

Functional Significance:

LSG officials serve as the operational backbone of large Post Offices. By managing branches and supervising subordinate staff, they ensure timely clearance of mails, secure handling of cash and valuables, effective financial operations, and accurate reporting. Their presence reduces the risk of procedural lapses, improves accountability, and supports the Postmaster in achieving business, financial, and service delivery targets. In essence, they translate departmental policies and manuals into practical, day-to-day implementation at the ground level.

Range of Roles:

The cadre covers a wide range of supervisory roles, reflecting the multifaceted operations of Post Offices. These include positions such as Sub Postmaster, Deputy Postmaster, various Assistant Postmasters (Mails, Counter, SB, Accounts, Treasury), Treasurer, CPC In-charge, Public Relation Inspector (Postal), and Office Superintendent. Each role addresses a specific functional area—whether it is supervising delivery beats, maintaining cash books, checking savings bank compliance, handling customer relations, or overseeing CPC operations. Collectively, they provide the supervisory structure that keeps the entire postal system disciplined, accountable, and responsive.

⁶⁷ [FRACing for the Grade of LSG- PTC Madurai](#)

1. **Sub Postmaster (SPM):** The Sub Postmaster acts as the head of a Sub Office, responsible for the complete supervision of counters, delivery, accounts, and treasury. The SPM ensures punctual clearance and despatch of mails, accuracy in financial operations, joint custody of treasury, and maintenance of office discipline. By directly engaging with customers and staff, the SPM is accountable for the reputation and efficiency of the Post Office.

Role	Activities
Sub Postmaster (SPM)	<ul style="list-style-type: none"> → Supervises all counter, delivery, and mail operations. → Ensures compliance in treasury, financial transactions, and stock custody. → Maintains records, registers, MDW, and reporting mechanisms. → Leads HR management, grievance redressal, and achievement of business targets.

2. **Deputy Postmaster (SPM):** The Deputy Postmaster supports the Postmaster in all aspects of operations and assumes full charge during their absence. They focus heavily on savings bank supervision, fund regulation for sub-offices, and ensuring proper submission of accounts and vouchers. They act as a second-in-command, ensuring continuity and accountability across all functions.

Role	Activities
Deputy Postmaster (DPM)	<ul style="list-style-type: none"> → Acts as Postmaster in their absence. → Supervises SB work, SO funds, and settlement of audit/SBCO objections. → Maintains rosters, records, and financial compliance. → Oversees customer grievances and ensures accuracy of returns.

3. **Assistant Postmasters (Mails/Counter/SB/Accounts/Treasury):** Assistant Postmasters manage specific functional branches within Head Post Offices. Whether it is supervising delivery and sorting in Mails, customer-facing transactions in Counters, account management in SB, staff claims in Accounts, or treasury operations, each APM ensures adherence to departmental rules, accuracy of registers, and smooth functioning of their branch. They act as the first filter for operational quality before escalation to higher levels.

Role	Activities
Assistant Postmasters (Mails/Counter/SB/Accounts/Treasury)	<ul style="list-style-type: none"> → Supervises branch operations (Mails, Counter, SB, Accounts, Treasury). → Implements KPIs, checks returns/vouchers, and sanctions claims within powers. → Maintains records, ensures discipline, and guides staff. → Provides immediate resolution of operational issues.

4. **Treasurer:** The Treasurer is entrusted with the custody, disbursal, and remittance of cash, stamps, and valuables. They maintain treasury cash books, ensure supply of funds and inventory to sub-offices and Postmen, and

coordinate with banks for withdrawals and remittances. This role demands strict adherence to security protocols and accuracy in records.

Role	Activities
Treasurer	<ul style="list-style-type: none"> → Maintains cash books and custody of valuables. → Supplies funds, stamps, and inventory to subordinate units. → Draws from the bank and remits surplus cash as per rules. → Ensures security, safe custody, and compliance with treasury rules.

5. **CPC In-charge:** The CPC (Customer Processing Centre) In-charge supervises the end-to-end servicing of PLI/RPLI policies in CO/ROs or large Head Post Offices. They are responsible for processing loan, closure, and maturity cases, scanning and uploading documents, and monitoring the McCamish system to ensure policy records are updated correctly. This role requires constant liaison with divisions and PLI units for error correction and timely servicing. By ensuring accuracy and timeliness in insurance operations, the CPC In-charge strengthens customer trust and supports the Department's revenue through PLI/RPLI.

Role	Activities
CPC In-charge	<ul style="list-style-type: none"> → Processes and verifies policy servicing requests (loan, closure, maturity). → Supervises scanning, storage, and updating of policy documents in McCamish. → Ensures service standards, compliance, and quality checks in insurance operations. → Guides CPC staff and compiles prescribed reports for higher monitoring.

6. **Public Relations Inspector (Postal) – PRI (P):** The Public Relations Inspector is entrusted with maintaining the Department's interface with the public, particularly in delivery and customer service matters. They conduct surprise checks on delivery beats, monitor punctual clearance of letter boxes, ensure staff discipline, and promote departmental products. They also assess the conduct of Postmen, investigate customer complaints, and provide feedback to Divisional Heads. This role directly impacts the public image of India Post, ensuring service standards and customer satisfaction at the local level.

Role	Activities
PRI (P)	<ul style="list-style-type: none"> → Conducts surprise checks on delivery beats and LB clearance. → Monitors punctuality, discipline, and performance of delivery staff. → Promotes postal products and services to enhance revenue. → Investigates complaints and supports grievance redressal.

7. **Office Superintendent (OS):** The Office Superintendent is an important administrative role within Divisional or Circle/Regional Offices. They supervise clerical staff, coordinate multiple branches, and oversee sensitive matters such

as establishment, vigilance, public grievances, RTI, technology, and inspections. The OS ensures accurate processing of files, preparation of returns, and timely submission of reports. By combining supervision with administrative control, this role acts as the backbone of divisional administration, ensuring compliance and smooth functioning.

Role	Activities
Office Superintendent	<ul style="list-style-type: none"> → Supervises clerical staff in establishment, vigilance, PG, RTI, inspections, and technology. → Checks accuracy of drafts, notes, and records before submission. → Ensures timely submission of statements and returns to higher offices. → Maintains discipline, accountability, and smooth branch administration.

6.9.5 FRAC for LSG (RMS Side)⁶⁸

In the Railway Mail Service (RMS), Lower Selection Grade (LSG) officials form the first line of supervision over mail handling, sorting operations, and logistics coordination. They are placed in Sub Record Offices, National Sorting Hubs, Parcel Hubs, and Computerised Registration Centres, ensuring that the large-scale movement of letters, parcels, and speed post articles occurs efficiently and securely. As team leaders of Sorting Assistants and MTS staff, they not only direct day-to-day operations but also uphold service standards prescribed under MNOP (Mail Network Optimisation Project) and PNOP (Parcel Network Optimisation Project).

Nature of Work:

The work of RMS LSG officials is highly operational. They monitor sorting sets, ensure punctual receipt and dispatch of mail bags, supervise opening and closing of bags, and maintain registers and daily reports. They regulate manpower, distribute work judiciously, and maintain discipline among staff. In addition, they are responsible for handling insured articles, COD consignments, and accountable mail, thereby ensuring accuracy and security. Their duties extend to monitoring compliance with operational manuals, checking abstracts and daily reports, and reporting discrepancies to higher authorities.

Functional Significance:

⁶⁸ [FRACing for the Grade of LSG- PTC Madurai](#)

RMS LSG supervisors are critical for maintaining the speed and accuracy of the transmission system that underpins the credibility of India Post. They ensure that time-bound mail categories like Speed Post and Registered articles are given priority, sorting errors are minimised, and service commitments are honoured. By maintaining discipline, coordinating staff deployment, and preparing reports, they provide operational stability and accountability. Their role safeguards customer trust, regulatory compliance, and the reputation of the Department's mail transmission network.

Range of Roles:

The RMS LSG cadre covers **three key supervisory roles**:

- I. **Sub Record Officer (SRO)** – supervises Sub Record Offices, ensuring proper custody of government cash and records, submission of daily reports, and maintenance of discipline.
- II. **Head Sorting Assistant (HSA)** – leads sets of Sorting Assistants, ensuring punctual sorting, bagging, dispatch, and reporting in line with MNOP manuals.
- III. **Supervisor In-charge (CRC/NSH/PH)** – oversees entire registration, parcel, and speed post sets, allocates work among RSAs, monitors productivity, and ensures KPI compliance.

1. **Sub Record Officer (SRO):** The Sub Record Officer is in charge of Sub Record Offices, which function as key control points in RMS operations. The SRO is responsible for general supervision of staff, prompt disposal of correspondence, and maintenance of discipline. They act as joint custodian of government cash with the cashier, ensure timely submission of daily reports to the SSRM, and maintain vigilance and punishment registers. The SRO also arranges circulation of instructions, disposal of old records, and upkeep of the premises. This role ensures both operational efficiency and administrative accountability within the RMS hierarchy.

Role	Activities
Sub Record Officer (SRO)	<ul style="list-style-type: none"> → Supervises Sub Record Office operations and ensures staff discipline. → Acts as joint custodian of government cash and maintains vigilance registers. → Ensures prompt submission of daily reports and compliance statements. → Oversees disposal of records and circulation of instructions.

2. **Head Sorting Assistant (HSA):** The Head Sorting Assistant leads the sorting set in RMS offices, ensuring proper functioning and discipline among Sorting Assistants. They supervise time-definite sorting of TD (Town Delivery) and NTD (Non-Town Delivery) articles, clearance of letter boxes, and punctual opening and closing of bags. They prioritise mail categories (Speed Post, Registered, First Class, Second Class) and ensure correct correction of DML (Due Mail List). The HSA prepares and submits abstracts and daily reports, balances manpower allocation across branches, and ensures service targets are met. Their role is central to the smooth functioning of sorting operations and compliance with MNOP guidelines.

Role	Activities
Head Sorting Assistant (HSA)	<ul style="list-style-type: none"> → Supervises sorting of TD/NTD articles, bag opening/closing, and DML corrections. → Ensures priority handling of Speed Post, Registered, and First Class mails. → Balances manpower across branches and maintains discipline. → Submits abstracts and daily reports, ensuring compliance with MNOP norms.

3. **Supervisor In-charge (CRC/NSH/PH etc.,):** The Supervisor In-charge heads Registration, Parcel, or Speed Post sets at CRCs, NSHs, and PHs etc.,. They are responsible for smooth, secure, and efficient functioning of operations, allocation of work among RSAs, and monitoring productivity. They ensure punctual attendance, proper receipt and dispatch of R bags, and separate handling of TD and NTD bags. They supervise insured article handling, maintain checklists, and generate consolidated abstracts that must tally without discrepancies. By ensuring compliance with operational manuals, monitoring KPIs, and safeguarding accountability, this role provides leadership at the set level and contributes directly to national service performance benchmarks.

Role	Activities
Supervisor In-charge (CRC/NSH/PH)	<ul style="list-style-type: none"> → Allocates work among RSAs and monitors productivity. → Ensures punctual receipt/dispatch of R bags, Speed Post, and Parcel bags. → Supervises insured article handling and generates consolidated abstracts. → Maintains KPIs, discipline, and compliance with MNOP/PNOP manuals.

6.9.6 FRAC for LSG (CO/RO Side)⁶⁹

In Circle and Regional Offices, Lower Selection Grade (LSG) officials function as the first supervisory tier in the administrative hierarchy. Unlike their counterparts in Postal or RMS operations, their role is largely clerical-cum-administrative, dealing with policy execution, establishment, vigilance, finance, insurance, business development, technology, and other specialised branches. They are the section leaders who guide Postal Assistants, check accuracy of files and statements, and assist Assistant Directors (ADs) and Section Officers in ensuring compliance.

Nature of Work:

The work of LSG supervisors in CO/RO is primarily supervisory and scrutiny-oriented. They distribute files among assistants, examine drafts and notes for accuracy, monitor registers and returns, and ensure timelines are met for submission to higher authorities. They also supervise correspondence relating to staff, establishment, vigilance, financial sanctions, public grievances, RTI, and legal matters. Their duties combine technical knowledge of rules with administrative discipline, ensuring that large volumes of office work are processed correctly and on time.

Functional Significance:

LSG officials in CO/RO are the backbone of administrative efficiency. By serving as section supervisors, they reduce errors, ensure adherence to DoPT/DoE/Departmental guidelines, and provide continuity in office functioning. Their role ensures that sensitive cases—such as promotions, disciplinary proceedings, fund allocations, insurance claims, or legal compliance—are processed accurately before reaching decision-making levels. In effect, they provide the essential filter of accuracy, accountability, and timeliness in Circle and Regional Office governance.

Range of Roles:

The LSG cadre in CO/RO covers a broad spectrum of supervisory positions across different branches, such as Section Supervisor (Staff/Recruitment/Establishment), Section Supervisor (Accounts/Finance), Section Supervisor (PLI/RPLI/ Business Development/ Financial Services/ Technology), Section Supervisor (Legal/ Vigilance/RTI/Public Grievances), CPC In-charge, PRI (Postal) at RO level, and Office Superintendent. Each role addresses a specialised area of administration, together ensuring the smooth functioning of Circle and Regional Offices.

⁶⁹ [FRACing for the Grade of LSG- PTC Madurai](#)

1. **Section Supervisor (Staff/Recruitment/Establishment):** This role covers personnel administration, recruitment planning, and establishment control. The supervisor handles transfers, postings, promotions, ADR plans, rosters, and recruitment registers. They scrutinise notes prepared for Departmental Promotion Committees (DPCs) and Departmental Screening Committees (DSCs), maintain gradation lists, and ensure compliance with reservation policies. By monitoring records and correspondence, they support transparent staff management and balanced manpower planning.

Role	Activities
Section Supervisor (Staff/Estt./Recruitment)	<ul style="list-style-type: none"> → Scrutinises transfers, postings, promotions, and recruitment notes. → Maintains gradation lists, rosters, and ADR records. → Ensures compliance with recruitment/establishment rules. → Guides PAs in file processing and prepares monitoring statements.

2. **Section Supervisor (Accounts/Finance):** Supervisors in accounts/finance sections play a vital role in budget control, expenditure monitoring, and sanction of claims. They check bills for accuracy, scrutinise fund allotments, maintain registers of sanctions, and ensure compliance with financial rules. They also verify service books, medical/TA claims, and other financial records. Their supervision ensures fiscal discipline, correct utilisation of funds, and smooth financial functioning of the office.

Role	Activities
Section Supervisor (Accounts/Finance)	<ul style="list-style-type: none"> → Scrutinises bills, vouchers, and fund allocation notes. → Maintains service books, claim registers, and sanction files. → Ensures compliance with budget and financial rules. → Prepares expenditure statements and replies to audit observations.

3. **Section Supervisor (PLI/RPLI/BD/FS/Technology):** Supervisors in business-oriented branches handle Postal Life Insurance (PLI), Rural PLI, business products, financial services, and technology projects. They allocate targets to divisions, monitor MIS reports, and check incentive/commission proposals. In financial services, they scrutinise AML/CFT compliance reports and FRMU alerts. In technology, they manage AMC registers, user ID requests, and IT 2.0 project updates. Their work ensures business growth, regulatory compliance, and smooth technology implementation.

Role	Activities
Section Supervisor (PLI/BD/FS/Tech)	<ul style="list-style-type: none"> → Monitors targets, MIS, progress reports of PLI/RPLI and BD products. → Scrutinises incentive payments, AML/CFT reports, and FRMU alerts. → Manages IT user IDs, AMCs, and technology deployment reports. → Prepares statements and supports ADs in business/IT matters.

4. **Section Supervisor (Legal/Vigilance/RTI/Public Grievances):** This role supervises sensitive work relating to integrity, accountability, transparency, and compliance. In vigilance, the supervisor processes disciplinary cases, vigilance clearance reports, and punishment registers. In legal, they prepare notes for court cases, update LIMBS, and liaise with counsel. In RTI, they scrutinise applications and draft replies. In PG, they monitor grievance cases, especially VIP references, ensuring timely and proper disposal. Their role safeguards transparency and accountability in administration.

Role	Activities
Section Supervisor (Legal/Vigilance/RTI/PG)	<ul style="list-style-type: none"> → Scrutinises vigilance cases, disciplinary registers, and clearance reports. → Processes legal case notes, maintains LIMBS, and tracks compliance. → Reviews RTI applications and drafts replies. → Monitors PG cases, especially VIP references, and compiles reports.

5. **CPC In-charge:** The CPC In-charge supervises the servicing of PLI/RPLI policies at Circle/Regional level. They ensure correct scanning, updating, and processing of loan, maturity, and closure cases in McCamish. They maintain records, check quality of processing, and ensure timely disposal of insurance requests. Their leadership ensures error-free policy servicing and customer confidence in postal insurance products.

Role	Activities
CPC In-charge	<ul style="list-style-type: none"> → Supervises PLI/RPLI policy servicing in McCamish. → Processes loan, maturity, and closure cases. → Maintains records and ensures quality control. → Guides CPC staff and compiles reports for higher monitoring.

6. **Public Relations Inspector (Postal) – PRI (P):** At Regional Office level, the PRI (Postal) supports Divisional and Regional Heads in monitoring delivery, letter box clearance, and customer relations. They conduct inspections, surprise checks, and product promotion activities. By interacting with staff and the public, they help improve service quality and enhance the Department's visibility at the local level.

Role	Activities
PRI (P)	<ul style="list-style-type: none"> → Conducts inspections and surprise checks of delivery beats. → Monitors punctual LB clearance and staff discipline. → Promotes products and services for revenue growth.

→ Reports on irregularities and assists in grievance redressal.

7. **Office Superintendent (OS):** The Office Superintendent is a key LSG role in CO/RO administration. They coordinate multiple branches, supervise clerical staff, and ensure smooth processing of files in establishment, vigilance, PG, RTI, technology, and other areas. They scrutinise drafts, monitor pendency, and guide staff in compliance with rules. By combining supervision with administrative leadership, the OS ensures discipline, accountability, and efficiency in the functioning of Circle/Regional Offices.

Role	Activities
Office Superintendent	<ul style="list-style-type: none"> → Supervises clerical staff across multiple branches. → Checks accuracy of notes, drafts, and correspondence. → Ensures timely submission of statements and reports. → Maintains discipline, accountability, and branch efficiency.

6.9.7 FRAC for HSG-II (Higher Selection Grade-II)⁷⁰

Higher Selection Grade-II (HSG-II) officials form the middle supervisory cadre of the Department of Posts. They are the bridge between LSG supervisors and HSG-I branch heads, providing strong operational oversight and ensuring policy compliance across Postal, RMS, and CO/RO units. By handling critical supervisory positions in Head Post Offices, large Sub Post Offices, PSDs, RMS offices, and CO/RO branches, they play a vital role in sustaining service quality, efficiency, and customer trust.

Nature of Work:

HSG-II officials oversee specialised functions such as sub-post office management, treasury operations, savings bank supervision, claims verification, vigilance compliance, mail/parcel operations, and staff coordination. Their duties include scrutiny of records, financial oversight, supervision of staff discipline, disposal of correspondence, monitoring of KPIs, ensuring service standards in high-volume offices. They combine both operational control (in postal counters, delivery, RMS hubs) and administrative scrutiny, thereby providing continuity and accountability in the system.

Functional Significance:

HSG-II is the first senior supervisory grade where an official is expected to take holistic responsibility for a unit or branch, exercising delegated financial and administrative powers. They play a key role in preventing errors at operational levels, ensuring compliance with rules, achieving business and service delivery targets, and mentoring junior supervisors. Their contribution is critical to maintaining balance

⁷⁰ [FRACing for the Grade of HSG- PTC Madurai](#)

between field performance and administrative governance, ensuring that India Post remains responsive, disciplined, and customer-centric.

Range of Roles:

The cadre covers a wide variety of supervisory positions across Postal, RMS, and CO/RO sides. These include Sub Postmasters of large offices, Deputy Postmasters and Assistant Postmasters in Head Post Offices, Assistant Managers in PSDs, Public Relations Inspectors (Postal), Development Officers (PLI), and supervisory posts in RMS such as Sub Record Officer, Head Sorting Assistant, and CRC/NSH/Parcel Hub In-charge. Each role carries specific operational or administrative focus, but collectively they ensure efficiency, compliance, and accountability across the Department's diverse functions.

Roles in Postal Side (HSG-II)

- Sub Postmaster (HSG-II):** The Sub Postmaster heads a large Sub Office and is responsible for complete supervision of all branches including counters, delivery, treasury, and records. They ensure punctual mail receipt and dispatch, secure cash and stock management, adherence to savings bank rules, and effective grievance redressal. By maintaining discipline among staff and ensuring compliance with departmental manuals, the Sub Postmaster guarantees reliable postal services to the public.

Role	Activities
Sub Postmaster	<ul style="list-style-type: none"> → Supervises all counter, delivery, and treasury operations. → Ensures punctual mail receipt/dispatch and LB clearance. → Manages cash, stock, and accountable articles securely. → Leads staff discipline, grievance handling, and achievement of targets.

- Deputy Postmaster (Head Post Office):** The Deputy Postmaster assists the Head Postmaster in day-to-day functioning of the HO and assumes charge in their absence. They supervise savings bank operations, regulate funds of Sub Offices, check accounts and vouchers, and monitor Finacle/McCamish transactions. They ensure compliance with audit and SBCO observations and maintain security and discipline in counters. Their role ensures continuity and accuracy in the HO's complex financial and operational functions.

Role	Activities
Deputy PM (HPO)	<ul style="list-style-type: none"> → Supervises SB operations and verifies SO accounts/vouchers. → Regulates funds and ensures compliance with audit/SBCO objections. → Monitors Finacle/McCamish transactions and counter discipline. → Acts as Head Postmaster in their absence.

3. **Assistant Postmaster (Head Post Office):** Assistant Postmasters in Accounts, SB, Mails, Treasury, or Delivery supervise their respective branches in Head Post Offices. They are responsible for staff allocation, checking records and returns, sanctioning claims within powers, and ensuring compliance with departmental manuals. They provide branch-level leadership and act as the first filter for accuracy before files and statements move upward.

Role	Activities
APM (HPO)	<ul style="list-style-type: none"> → Supervises specific branch (SB, Mails, Treasury, Delivery, Accounts). → Allocates staff and checks records/returns. → Sanctions claims and monitors compliance with rules. → Guides staff and resolves operational issues at branch level.

4. **Public Relations Inspector (Postal) – PRI (P):** The PRI (P) is responsible for maintaining the quality of customer service and delivery standards in urban areas. They conduct surprise checks on delivery beats, monitor letter box clearance, investigate complaints, and promote postal products. They also conduct enquiries on deceased claim cases and heavy withdrawals, ensuring accountability and public trust.

Role	Activities
PRI (Postal)	<ul style="list-style-type: none"> → Conducts inspections and surprise checks on delivery beats. → Investigates complaints, claim cases, and SB verifications. → Promotes departmental products and services. → Monitors punctual LB clearance and staff discipline.

5. **Development Officer (PLI):** The Development Officer supervises promotion and expansion of Postal Life Insurance (PLI) business. They publicise schemes, liaise with institutions, procure business, and verify PLI claims. They coordinate with divisional and circle offices for business planning and target monitoring. By ensuring professional marketing and accountability, they strengthen PLI's role as a revenue generator.

Role	Activities
Development Officer (PLI)	<ul style="list-style-type: none"> → Publicises PLI schemes and conducts outreach. → Procures business through institutional/individual liaison. → Verifies claims and supports incentive processing. → Monitors achievement of targets and prepares reports.

Roles in RMS Side (HSG-II)

- Sub Record Officer (SRO):** The SRO heads a Sub Record Office, ensuring smooth handling of mail records, dak disposal, and supervision of attached units. They act as joint custodian of cash with the cashier, maintain vigilance and punishment registers, circulate instructions, and ensure timely submission of daily reports. Their role combines both operational and administrative oversight within the RMS framework.

Role	Activities
SRO (HSG-II)	<ul style="list-style-type: none"> → Supervises Sub Record Office operations and staff discipline. → Acts as joint custodian of cash and maintains vigilance registers. → Ensures timely submission of daily reports and statements. → Oversees disposal of old records and circulation of instructions.

- Head Sorting Assistant (HSA):** The HSA supervises sorting sets in RMS offices, ensuring punctual clearance of mails, proper sorting, and bag opening/closing as per MNOP standards. They allocate work among Sorting Assistants, maintain discipline, and submit abstracts and daily reports. Their role directly influences the speed and accuracy of mail transmission.

Role	Activities
HSA	<ul style="list-style-type: none"> → Supervises TD/NTD sorting, bag opening/closing, and DML corrections. → Prioritises Speed, Registered, and First Class mails. → Allocates manpower and ensures discipline in sets. → Submits abstracts, DRs, and KPI compliance reports.

- Supervisor In-charge (CRC/NSH/PH):** The Supervisor In-charge oversees Registration, Parcel, and Speed Post branches at CRCs, NSHs, and PHs. They ensure punctual attendance of RSAs, allocation of jobs, productivity monitoring, and security of operations. They generate consolidated abstracts, monitor receipt/dispatch of R bags, and ensure compliance with MNOP/PNOP manuals. Their leadership maintains efficiency, safety, and accountability at RMS hubs.

Role	Activities
Supervisor (CRC/NSH/PH)	<ul style="list-style-type: none"> → Supervises CRC/NSH/PH operations and staff punctuality. → Allocates jobs among RSAs and monitors productivity. → Ensures secure handling of R bags and insured articles. → Generates abstracts and ensures MNOP/PNOP compliance.

Roles in CO/RO Side (HSG-II)

- 1. Public Relations Inspector (Postal) – PRI(P):** The PRI (Postal) supervises quality of delivery and customer service across delivery units in urban/town areas. They conduct surprise checks on beats, monitor punctual LB clearance, verify deceased claim cases, and investigate customer complaints. They also promote departmental products and services to improve business revenue. As field-level representatives of the administration, they are critical for accountability and service visibility.

Role	Activities
PRI (P)	<ul style="list-style-type: none">→ Supervises delivery staff and LB clearance.→ Conducts inspections, claim verifications, and complaint enquiries.→ Promotes products and services for revenue growth.→ Reports irregularities to Divisional/Regional authorities.

- 2. Section Supervisor (Staff/Establishment/Vigilance/Finance/PG/RTI) (where deployed):** In some Circle/Regional Offices, HSG-II officials are posted as Section Supervisors in administrative branches. They distribute files, check accuracy of notes and drafts prepared by PAs, maintain registers, and monitor pendency. They also supervise sensitive cases related to promotions, transfers, disciplinary proceedings, financial sanctions, and RTI/PG compliance. Their deployment brings seniority and maturity to branches that handle critical policy or staff matters.

Role	Activities
Section Supervisor	<ul style="list-style-type: none">→ Supervises PAs in staff, vigilance, finance, RTI, or PG sections etc.,→ Checks accuracy of notes, drafts, and correspondence.→ Monitors registers, pendency, and timely report submission.→ Ensures discipline, compliance, and continuity in sensitive sections.

6.9.8 FRAC for HSG-I (Higher Selection Grade-I)⁷¹

Higher Selection Grade-I (HSG-I) officials represent the senior supervisory cadre in the Department of Posts. They head large postal units, Head Post Offices, record offices in RMS, and administrative depots, bearing responsibility for both

⁷¹ [FRACing for the Grade of HSG- PTC Madurai](#)

operations and administration. Unlike LSG and HSG-II, where officials manage sections or branches, HSG-I officials are entrusted with overall charge of entire establishments, acting as Drawing & Disbursing Officers (DDOs) and reporting directly to Divisional or Circle Heads.

Nature of Work:

The work of HSG-I officials is comprehensive and managerial. They oversee multiple branches, ensure regulatory compliance, allocate resources, and are responsible for the safe custody of government property. Their duties include approving claims, sanctioning leave, writing APARs, handling disciplinary oversight, and ensuring Sevottam/customer-charter standards. They coordinate across multiple functions—finance, staff, mails, technology, and business—ensuring that large offices meet performance targets and comply with legal, audit, and administrative requirements.

Functional Significance:

HSG-I officers form the last tier of supervisory control before the level of Divisional Superintendents and higher Group-B officers. Their decisions directly impact the Department's financial discipline, service quality, staff morale, and public image. By leading major offices like HPOs, PSDs, and HROs, they anchor accountability for revenue generation, expenditure, and compliance. Their leadership ensures that India Post maintains reliability, efficiency, and credibility in the eyes of the public and the government.

Range of Roles:

The cadre covers Postmasters of large Head Post Offices, Deputy Postmasters, Managers of PSDs, and Head Record Officers in RMS. In some cases, they also head Sub Record Offices of very large RMS units. Collectively, these roles embody the responsibility of office-in-charge, providing leadership to dozens of staff, ensuring financial prudence, and safeguarding departmental interests.

Roles in Postal Side (HSG-I)

- Postmaster (Head Post Office):** The Postmaster of a Head Post Office (HPO) is the overall in-charge of the office and functions as the Drawing & Disbursing Officer (DDO). They supervise all branches (counters, SB, delivery, accounts, mails, treasury), ensure safe custody of cash and valuables, and oversee implementation of departmental rules. They sanction claims, grant leave, write APARs of Postmen/MTS, and ensure compliance with Sevottam/customer service standards. By monitoring returns, supervising IT security, and leading staff discipline, they hold ultimate accountability for the HPO.

Role	Activities
Post- →	Acts as DDO and overall head of the Head Post Office.

master (HPO)	<ul style="list-style-type: none"> → Supervises all branches (counter, SB, delivery, mails, accounts, treasury). → Sanctions claims, grants leave, writes APARs of subordinate staff. → Ensures compliance with Sevottam, audit, and customer service norms.
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2. **Deputy Postmaster (Head Post Office):** The Deputy Postmaster in HPO assists the Postmaster in overall management and takes charge during split hours or absence. They directly supervise savings bank operations, regulate funds for Sub Offices, monitor counter transactions, and ensure proper submission of accounts to SBCO/Audit. They verify Finacle/McCamish LOTs, maintain registers, and ensure counter staff discipline. Their role strengthens financial accuracy and operational stability at the HPO.

Role	Activities
Deputy PM (HPO)	<ul style="list-style-type: none"> → Assists Postmaster and takes charge in their absence. → Supervises SB work, SO accounts, vouchers, and fund regulation. → Verifies counter transactions, Finacle/McCamish LOTs, and SBCO returns. → Ensures counter discipline, audit compliance, and grievance handling.

Roles in RMS Side (HSG-I)

1. **Head Record Officer (HRO):** The HRO is the head of a Record Office in RMS and functions as DDO for the unit. They supervise all branches of the record office, monitor punctual attendance and discipline, and ensure timely submission of statements/returns. They handle establishment matters (appointments, leave, gradation lists), authorise payment of bills, and respond to audit objections. As joint custodian of cash and safe, they ensure accountability in financial and administrative matters. Their role combines leadership, financial oversight, and operational supervision.

Role	Activities
Head Record Officer	<ul style="list-style-type: none"> → Acts as DDO and overall head of RMS Record Office. → Supervises staff discipline, attendance, and submission of reports. → Authorises payment of bills, handles establishment and audit compliance. → Joint custodian of cash and safe; ensures vigilance and accountability.

2. **Sub Record Officer (large RMS units):** In some very large RMS units, the Sub Record Officer post is manned at HSG-I level. The SRO is responsible for the entire functioning of the Sub Record Office, including supervision of staff, custody of government cash, circulation of orders, and maintenance of vigilance and punishment registers. They ensure timely disposal of correspondence, cleanliness of the office, and submission of daily reports to SSRM.

Role	Activities
SRO (HSG-I)	<ul style="list-style-type: none"> → Supervises Sub Record Office operations and attached units. → Joint custodian of cash and maintains vigilance/punishment registers.

- Ensures timely disposal of correspondence and reports.
- Maintains discipline, cleanliness, and compliance at SRO.

Roles in CO/RO Side (HSG-I):

1. **Office Superintendent (CO/RO – HSG-I)** The Office Superintendent in a Circle/Regional Office is the senior section head responsible for central registry & dispatch control, records/old-records management, office stock/stationery, and internal staff administration. They supervise registration/diarisation and distribution of all incoming dak, ensure correct issue/dispatch of outgoing dak, oversee weeding/archival of old records, and maintain custody/verification of stock registers and office stores. The OS also handles posting/deployment of clerical staff, leave cases of dealing assistants, housekeeping, circulation of DG dak/circulars, and joint custody of certain office cash with the accounts wing, providing an administrative backbone between section staff and AD/Directors. These functions align directly with DoP's published "Office Supdt. (Circle Office)" duty list and Circle/RO inspection checkpoints (stock registers, weeding of old records, etc.).

Role	Activities
Office Superintendent (CO/RO)	<ul style="list-style-type: none"> → Lead Central Registry/Issue & Dispatch: ensure registration/ diary of incoming dak, correct routing to sections, and timely, proper dispatch of outgoing dak/ correspondence. → Records & Stores control: supervise old-records weeding/ archival; verify entries/physical checks of office stock/ stationery registers as per inspection checkpoints. → Section HR & housekeeping: post/deploy clerical staff (incl. stenos), process leave cases of dealing assistants, maintain section discipline/housekeeping, circulate DG dak/circulars. → Financial/internal controls: maintain joint custody of Circle Office cash with Accounts/Pension section as prescribed; ensure compliance/readiness for inspections and audit.

6.9.9 Comparative Analysis of Roles of PA/SA, LSG, HSG-II and HSG-I Across Postal, RMS and CO/RO Sides

The cadre progression in the Department of Posts is designed as a pyramid, where Postal Assistants/Sorting Assistants (PA/SA) form the base, followed by successive supervisory levels — LSG, HSG-II, and HSG-I. While the core nature of duties (postal operations, mail management, finance, and administration) remains constant across grades, the scope, complexity, delegation of powers, and accountability increase significantly with each promotion. This section analyses the role progression across the three functional sides: Postal, RMS, and CO/RO.

Postal Side:

- I. **Postal Assistant (PA):** PAs are the frontline workforce in Post Offices, with more than 95% deployed in counter operations. They handle routine transactions (MPCM, SB, RD, TD, PPF, NSC, COD, etc.), customer service, and clerical functions like record-keeping, accounting, and dak processing. Their work is highly operational, repetitive, and customer-facing.
- II. **LSG (Postal):** The first supervisory cadre. LSG officials function as Sub Postmasters of SOs, Deputy/Assistant Postmasters in HPOs, Treasurers, CPC In-charges, Public Relation Inspectors, and Office Superintendents. They supervise a branch or unit (counters, SB, mails, treasury), ensure compliance, and check the work of PAs. Their powers are limited to branch-level control, but they form the link between clerical execution and branch management.
- III. **HSG-II (Postal):** HSG-II officials take charge of larger offices/branches — Sub Postmasters of bigger SOs, Deputy PMs and APMs of HPOs. They supervise complex operations such as savings bank fund regulation, audit compliance, SBCO liaison, Finacle/McCamish verifications, PRI (Postal) functions, and PLI Development. Their responsibility extends beyond day-to-day supervision to ensuring accuracy, audit readiness, business growth, and financial prudence.
- IV. **HSG-I (Postal):** HSG-I officials head Head Post Offices as Postmasters (HPO) and act as Drawing & Disbursing Officers (DDO). They are responsible for the entire office — counters, SB, delivery, accounts, treasury, mails, IT, and staff management. They sanction claims, write APARs, maintain Sevottam standards, oversee customer grievances, and ensure compliance with departmental rules. They embody the final level of in-office accountability before Divisional Superintendents.

RMS Side:

- I. **Sorting Assistant (SA):** SAs perform the repetitive task of sorting unregistered and registered articles, Speed Post, and parcels. Over 95% work in operational sets, with duties including bag opening/closing, sorting, and forwarding. Some are posted in Divisional/RMS offices to handle clerical/administrative work, but the majority remain in operational sorting work.
- II. **LSG (RMS):** LSG in RMS consists of Sub Record Officers (SROs), Head Sorting Assistants (HSAs), and Supervisors in CRC/NSH/PH. They supervise sets of SAs and MTS, ensure punctual clearance and dispatch, maintain discipline, prepare Daily Reports, and check compliance with MNOP/PNOP manuals. Their role is operational leadership at the set/office level.
- III. **HSG-II (RMS):** HSG-II in RMS manages larger or more complex units: SROs of major Sub Record Offices, HSAs of large sorting sets, and Supervisors in CRC/NSH/Parcel Hubs. They allocate manpower, monitor productivity, handle insured and COD articles, and prepare consolidated abstracts. Their authority extends to error reporting, KPI monitoring, and ensuring that discrepancies are addressed.
- IV. **HSG-I (RMS):** HSG-I officials function as Head Record Officers (HROs) or SROs in very large offices. As heads of record offices, they are Drawing & Disbursing Officers (DDOs), supervise all branches, authorise pay bills and allowances, maintain discipline, and respond to audit observations. They combine operational command with administrative authority, bridging RMS operations with Divisional/Circle administration.

Circle/Regional Office (CO/RO):

- I. **Postal Assistant (CO/RO):** PAs in CO/RO perform clerical functions in Staff, Establishment, Recruitment, Vigilance, Accounts, PLI/RPLI, Technology, Legal, PG, RTI, and other administrative branches. Their work involves file movement, drafting, data entry, and preparation of registers and returns.
- II. **LSG (CO/RO):** LSG officials act as Section Supervisors. They distribute files, scrutinise drafts prepared by PAs, maintain registers, and ensure timely submission of statements. Roles include Section Supervisors (Staff, Estt., Vigilance, Accounts, PG/RTI, Legal), CPC In-charge, PRI (Postal at RO), and Office Superintendents of divisions. They are the first supervisory filter in CO/RO administration.
- III. **HSG-II (CO/RO):** HSG-II officials take charge of specialised Circle-level functions such as Assistant Manager PSD, Public Relations Inspector (Postal), and Development Officer (PLI). In some Circles, they are also deployed as senior Section Supervisors in sensitive branches (Staff, Vigilance, Finance,

RTI, PG). Their work involves stock and stationery management (PSD), delivery/inspection oversight (PRI), and business/insurance growth (PLI).

- IV. **HSG-I (CO/RO):** In CO/RO, HSG-I officials function as Office Superintendents (OS), heading entire sections. Unlike LSG who only check drafts and records, OS oversee the full working of the section, guide staff, check policy compliance, and are accountable for accuracy and timeliness of submissions. They scrutinise sensitive files related to promotions, disciplinary cases, budget sanctions, legal/RTI compliance, and grievance handling before these move to AD/PMG/CPMG.

Comparative Summary:

- I. **PA/SA** → Operational clerical staff (counter transactions, sorting, dak, file work).
- II. **LSG** → First supervisory cadre (branch/set/section-level head).
- III. **HSG-II** → Senior supervisor (large branch/unit head, specialised Circle-level functions, broader financial and audit responsibilities).
- IV. **HSG-I** → Office/unit head (Postmaster HPO, HRO, OS in CO/RO, Manager PSD) with DDO powers, APAR writing, and overall accountability.

Thus, while the core functions remain aligned to the Department's business streams — operations, mail, finance, insurance, vigilance, establishment — the scale, sensitivity, and powers increase significantly from **PA/SA** → **LSG** → **HSG-II** → **HSG-I**, with the final tier (HSG-I) entrusted with total accountability of entire offices/sections.

6.10 Overview of Data Analysis – Postal, RMS and CO/RO Offices

In order to present an evidence-based proposal, the Committee undertook a comprehensive analysis of cadre-related data pertaining to Post Offices, Railway Mail Service (RMS) Offices and Circle/Regional Offices (CO/RO). This analysis covered multiple dimensions of the establishment structure, going beyond sanctioned posts to include actual working strength, vacancies, stagnation profiles, and pay-level distribution.

- I. **Number of Offices:** The Postal (PO) side comprises a wide network of Head Post Offices (HPOs), Sub Post Offices (SOs), Branch Post Offices (BOs), etc., forming the backbone of mail and retail operations. The RMS network, on the other hand, consists of Mail Offices, Head Record Offices (HROs), Sub Record Offices (SROs), Parcel Hubs (L1 and L2), Transit Mail Offices (TMOs), and BNPL/BPC units, while the CO/RO establishments house key administrative branches such as Establishment, Staff, Vigilance, Mails, and Technology. Collectively, the spread of these operational and administrative offices provides the structural and functional framework within which cadre restructuring must be planned and implemented.
- II. **Sanctioned Strength:** Circle-wise sanctioned strength was furnished by the Directorate (2022), showing the number of PA/SA, LSG, HSG-II, and HSG-I posts in RMS and CO/RO. This data serves as the baseline against which staffing adequacy and cadre ratios are assessed.
- III. **Working Strength & Vacancies:** Actual working strength was compiled against sanctioned posts to identify vacant positions, over-utilisation, and regional imbalances. This also reflects the operational gaps that supervisory staff often have to bridge.
- IV. **Stagnation Profiles:** The Committee examined average length of service before promotion at each level, which revealed prolonged stagnation in RMS and CO/RO cadres compared to the Postal side. This is a key indicator of limited promotional opportunities and a major staff-side grievance.
- V. **Pay Levels:** The analysis also factored in the Pay Matrix levels under the 7th CPC, with PA/SA at Level-4, LSG at Level-6, HSG-II at Level-7, and HSG-I at Level-8. The Committee studied the distribution of officials across these levels, noting that a disproportionate share continues to remain at Level-4 due to slow promotions.

Together, these data points provided the Committee with a multi-dimensional picture of cadre structure in Postal, RMS and CO/RO. By correlating the number of offices with sanctioned and working strength, vacancy positions, stagnation profiles, and pay-level distribution, the Committee was able to assess both the functional needs of the organisation and the career progression concerns of staff.

6.10.1 Current Distribution of Grades among Cadres:

Following the implementation of Cadre Restructuring on the Postal side in 2016, the position of grades in the PA/SA cadres across Postal, RMS, and Administrative offices is as under.

Current Scenario of Posts distribution in different grades/cadres				
Grade	Admin	RMS	Postal	Before Merger Total
HSG-I	65	409	2358	2832
HSG-II	74	393	8579	9046
LSG	260	1148	26494	27902
PA/SA	2965	18182	69996	91143
Total	3364	20132	107427	130923
Supervisory Percentage	11.86%	9.69%	34.84%	30.38%

Table 16. Current Distribution of Staff among various grades of PA, SA Cadres of Post Offices, Railway Mail Service Offices & Circle/Regional Offices

The sanctioned strength in the PA/SA cadres across all functional units of the Department stands at approximately 1,30,923. Of this, 1,07,427 posts are in the Postal side (excluding SBCO and FPO), 20,132 posts in the RMS, and 3,364 posts in the Administrative side (CO/RO). This distribution highlights the predominance of the Postal side, while also underlining the significant operational role of RMS and the lean but essential administrative structure of CO/RO.

Functional Side	Posts	% Share
Postal (excl. SBCO & FPO)	1,07,427	82.00%
RMS	20,132	15.40%
CO/RO (Admin)	3,364	2.60%
Total	1,30,923	100%

Table 17. Share of Cadre Strength across Postal, RMS and Admin (CO/RO Sides)

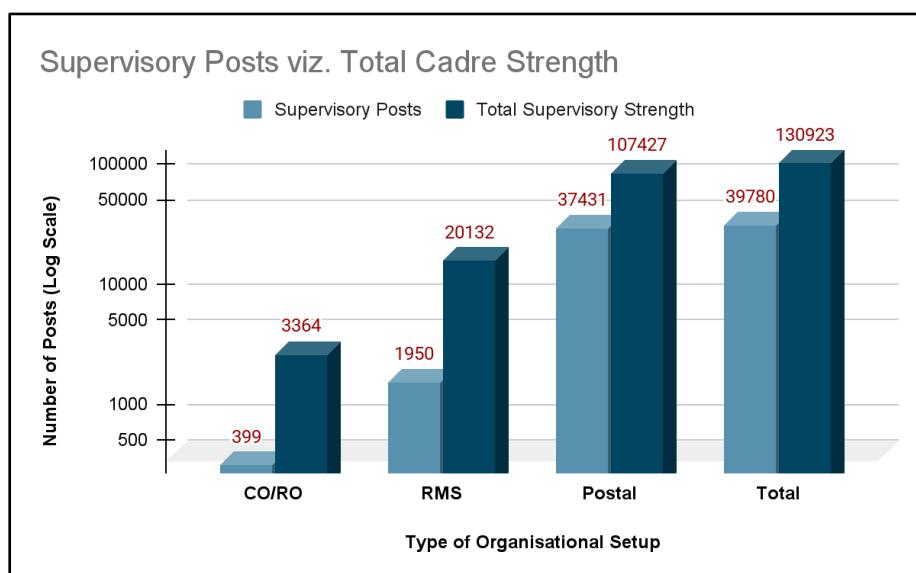


Figure 3. Current Supervisory Strength viz. Total Cadre Strength

The distribution of sanctioned posts across the organisation reflects the complementary roles performed by its different wings. The Postal side, with its vast sanctioned strength, rightly commands the largest share of resources as it serves as the primary interface with citizens through an extensive network of post offices spread across every part of the country. The RMS side, though having less than one-fifth of the sanctioned strength of the Postal side, plays a crucial role as the backbone of the mail transmission system, efficiently serving clusters of post offices. The Administrative side, though comparatively smaller—around three-hundredths of the Postal side and one-sixth of the RMS side—provides indispensable policy guidance, coordination, and support to both operational wings. Together, these three arms ensure that the Department functions as a unified whole, delivering reliable, accessible, and citizen-centric services across the nation.

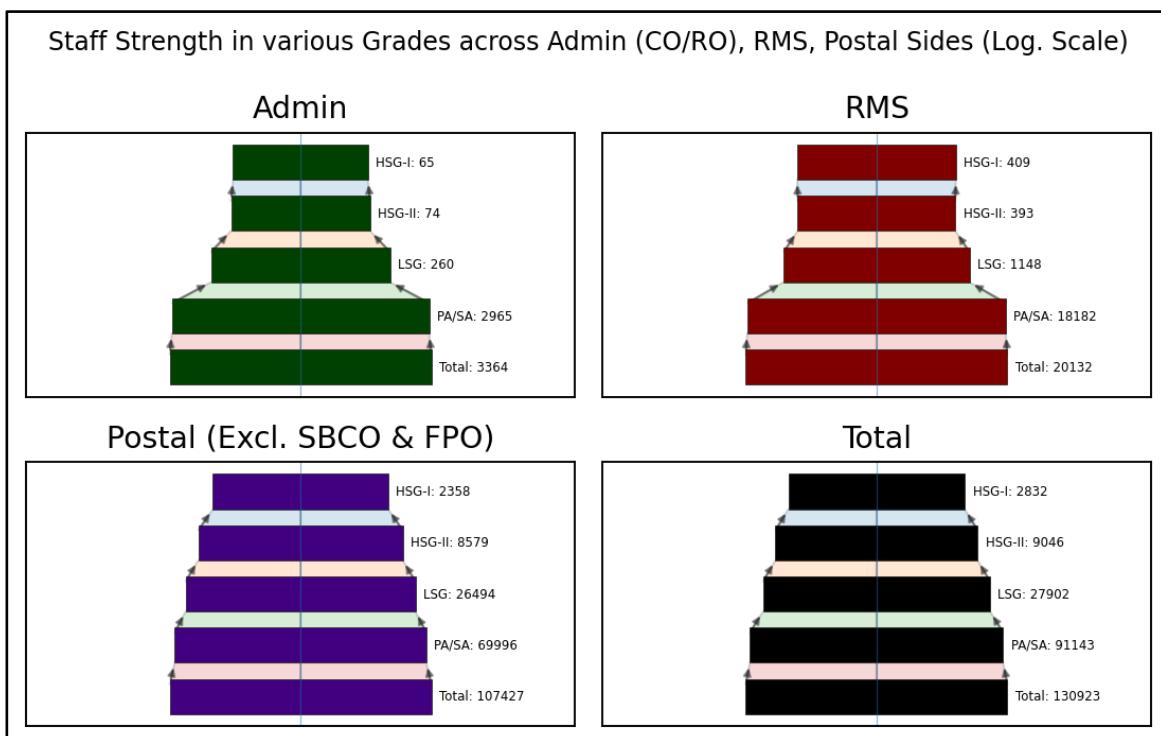


Figure 4. Staff Strength in various Grades across Admin (CO/RO), RMS, Postal Sides

The supervisory ratio across cadres after Cadre Restructuring shows significant variation—35% in the Postal side, 9.69% in the RMS side, and 11.86% in the Administrative side (CO/RO). On consolidation, the overall supervisory strength averages to 30.38%. While the Postal side broadly reflects a pyramidal structure from Time Scale to HSG-I grades, such a structure is not evident in the RMS and Administrative (CO/RO) sides. The grade-wise distribution in these two sides reveals distortions: the LSG strength is less than one-tenth of the Time Scale strength, the HSG-II strength is roughly one-third of LSG, but in the Administrative side HSG-I is nearly equal to HSG-II, and in RMS the HSG-I strength actually exceeds that of HSG-II.

II. These anomalies indicate an absence of a balanced pyramidal progression in RMS and Administrative cadres.

These distortions clearly underscore the need for a restructuring exercise, particularly in the RMS and Administrative (CO/RO) sides, so as to bring the cadre distribution into a balanced pyramidal form, in alignment with the guidelines of DoPT and DoE.

6.10.2 Data Analysis: Postal Side

Sanctioned Posts-Postal:

Sanctioned Posts in Post Offices							
Sl No	Circle	HSG-I (NFG)	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh & Telangana	17	157	635	1960	5106	7875
2	Assam	4	36	147	455	1199	1841
3	Bihar	9	78	314	971	2561	3933
4	Chhattisgarh	3	26	107	327	848	1311
5	Delhi	8	67	271	838	2395	3579
6	Gujarat	14	125	507	1565	4106	6317
7	Haryana	4	41	164	507	1336	2052
8	Himachal Pradesh	4	30	122	378	957	1491
9	Jammu and Kashmir	2	17	69	213	553	854
10	Jharkhand	6	51	204	631	1555	2447
11	Karnataka	16	140	567	1750	4515	6988
12	Kerala	13	118	478	1476	3814	5899
13	Madhya Pradesh	9	85	343	1058	2751	4246
14	Maharashtra	27	248	1002	3095	8435	12807
15	North East	2	21	83	257	697	1060
16	Odisha	8	75	301	931	2398	3713
17	Punjab	8	69	279	861	2313	3530
18	Rajasthan	10	90	365	1126	2953	4544
19	Tamil Nadu	26	238	961	2967	7851	12043
21	Uttar Pradesh	23	212	857	2647	7039	10778
22	Uttarakhand	3	30	121	375	981	1510
23	West Bengal	19	169	682	2106	5633	8609
24	Total	235	2123	8579	26494	69996	107427

Table 18. Sanctioned Posts in PA Cadre of Post Offices

The sanctioned strength in the PA cadre across all 23 postal circles totals 1,07,427 posts, reflecting a well-established supervisory structure with a progressive hierarchy from Time Scale (69,996 posts) to LSG (26,494), HSG-II (8,579), HSG-I (2,123), and HSG-I (NFG) (235). The distribution indicates that approximately 65% of

posts lie at the operative (Time Scale) level, ensuring a strong workforce base, while about 35% occupy supervisory and managerial levels, maintaining a functional pyramid.

Larger Circles such as Maharashtra (12,807), Tamil Nadu (12,043), and Uttar Pradesh (10,778) account for the highest sanctioned strengths, corresponding to their wider operational networks and population coverage. Smaller Circles like Jammu & Kashmir (854) and North East (1,060) show proportionately limited staff bases.

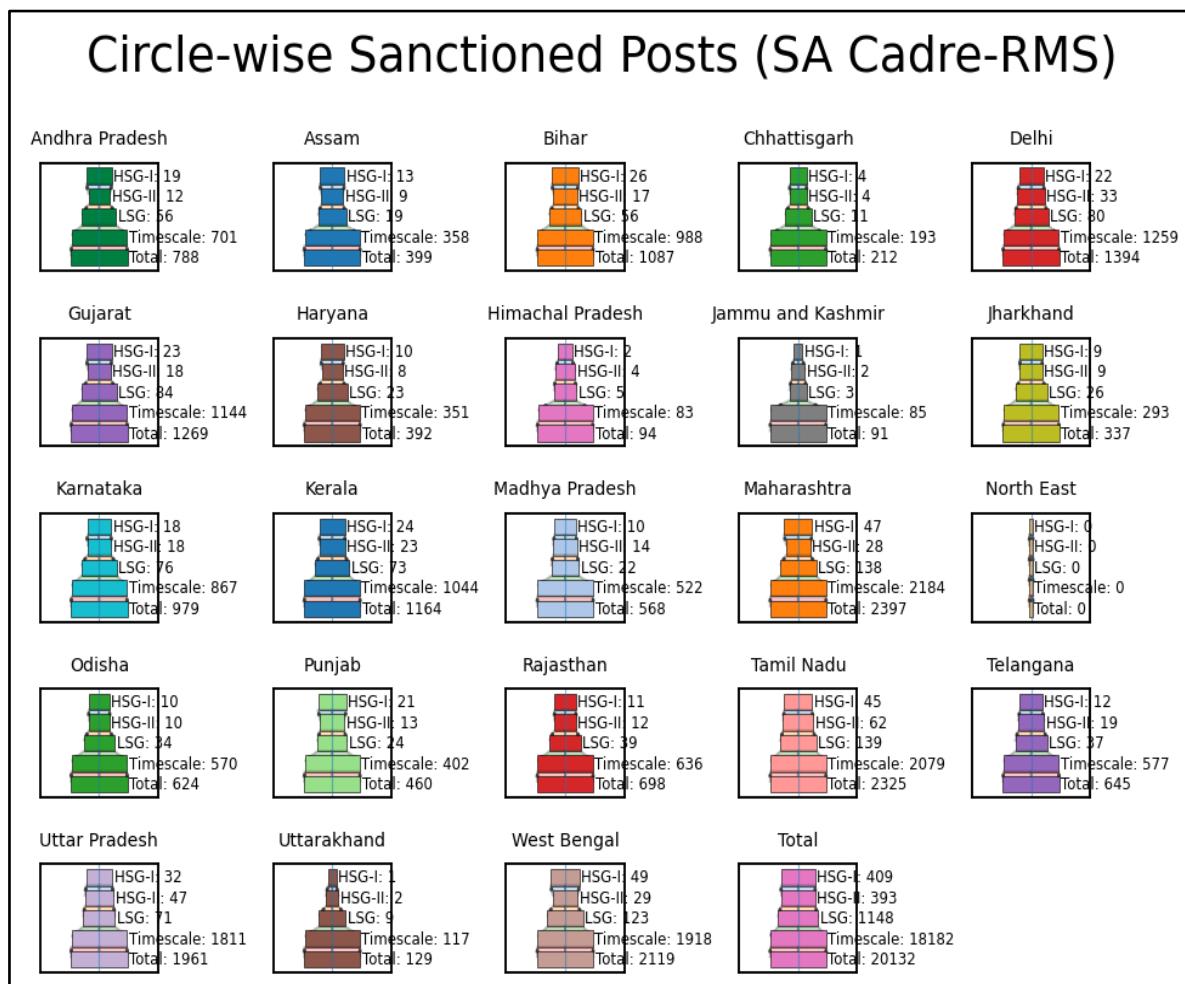


Figure 5. Circle-wise PA Cadre Pyramid in Postal Side

The presence of 235 NFG posts at the apex reflects an attempt to recognize career progression at the senior-most supervisory tier. Overall, the cadre structure reflects a well-defined hierarchical distribution of posts, ensuring functional balance across Circles and maintaining the integrity of the pyramidal supervisory framework.

Working Strength-Postal:

Working Strength in Post Offices							
Sl No	Circle	HSG-I (NFG)	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh	7	61	157	1231	2817	4273
2	Assam	1	2	7	432	1011	1453
3	Bihar	2	67	324	1314	3121	4828
4	Chhattisgarh	3	10	52	295	668	1028
5	Delhi	13	13	21	645	2627	3319
6	Gujarat	4	21	270	1389	3917	5601
7	Haryana	3	15	84	543	1373	2018
8	Himachal Pradesh	2	14	10	430	924	1380
9	Jammu and Kashmir	1	1	13	198	529	742
10	Jharkhand	2	9	18	702	1489	2220
11	Karnataka	9	50	269	1863	3691	5882
12	Kerala	3	1	63	1201	3751	5019
13	Madhya Pradesh	8	27	109	892	2447	3483
14	Maharashtra	23	27	134	2155	8449	10788
15	North East	2	1	3	221	719	946
16	Odisha	10	37	148	942	2014	3151
17	Punjab	5	20	14	897	1988	2924
18	Rajasthan	9	10	250	1145	2677	4091
19	Tamil Nadu	25	39	291	2779	6933	10067
20	Telangana	7	22	97	543	1808	2477
21	Uttar Pradesh	8	43	501	1962	6601	9115
22	Uttarakhand	3	10	11	388	911	1323
23	West Bengal	9	53	43	1826	6278	8209
24	Total	159	553	2889	23993	66743	94337

Table 19. Working Strength Posts in PA Cadre of Post Offices

The data compiled from all Postal Circles indicates a total working strength of 94,337 officials in the Postal Assistant (PA) cadre across Post Offices nationwide. Of this, the Time Scale cadre accounts for the largest segment with 66,743 officials, forming the operational base of the manpower pyramid. The Lower Selection Grade (LSG) comprises 23,993 officials, followed by 2,889 in HSG-II, 553 in HSG-I, and 159 in HSG-I (NFG) categories.

This distribution reflects a well-defined pyramidal hierarchy, with a broad operative base gradually tapering through the supervisory levels. The relative proportions between the Time Scale and supervisory cadres suggest that the current workforce structure remains functionally balanced, ensuring adequate field-level operational capacity alongside supervisory oversight.

Distribution of Posts across various types of offices - Postal:

Office/Unit Type	Number of Offices	Sanctioned Posts	Working Strength	No. of Posts per Office (PA Cadre)	No. of HSG-I (NFG) Posts	No. of HSG-I Posts	No. of HSG-II Posts	No. of LSG Posts	No. of PA Posts	Supervisors to SA Ratio	Supervisors Percentage
Divisional Offices	492	7228	6669	15	2	9	82	1179	5956	2/9	17.60%
Head Post Offices	810	41149	32668	51	160	1422	2889	4586	32092	2/7	22.01%
Sub Post Offices	LSG and Above	6822	31888	25761	5	40	883	3019	6775	21171	1/2
	A-Class	2572	9977	7900	4	3	61	1003	3252	5658	3/4
	B-Class	6066	12351	10728	2		1	88	5904	6358	1
	C-Class	9999	10269	9042	1		1	7	9492	769	12 1/3
PSD	26	592	425	23	4	29	45	55	459	2/7	22.47%
CSD	2	44	41	22			2	5	37	1/5	15.91%
MMS	31	143	62	5		1	4	23	115	1/4	19.58%
Others (FPOs, IDCs etc.)	319	1822	1041	6	2	33	64	182	1541	1/6	15.42%
Total	27139	115463	94337	4	211	2440	7203	31453	74156	5/9	35.78%

Table 20. Comparative Table in POs (PA Cadre) – Type of Offices, Sanctioned Strength, Working Strength, Supervisory Ratios, and Percentage

The data provided by circles indicates that the postal network comprises over 27,000 offices with more than 1 lakh sanctioned posts and a working strength of 94,337 officials in the PA cadre. Head Post Offices and Divisional Offices together account for the major share of supervisory positions, while Sub Post Offices, particularly B-Class and C-Class units, form the largest component of the operational network. The average staffing works out to about four PA-cadre posts per office, with larger establishments naturally hosting higher supervisory strength in proportion to their workload.

Supervisory posts constitute around 36% of the total strength, maintaining a clear hierarchical balance between operative and managerial levels. The pattern reflects a well-defined pyramidal manpower structure across postal establishments, ensuring effective administrative oversight, operational efficiency, and continuity of field-level functionality.

Officials across different Pay Levels - Postal:

		Number of Officials in Different Pay Levels											
Postal		Total					Officials currently in Time Scale						
SI No	Circle	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total
1	Andhra Pradesh	2132	1404	560	166	11	4273	2132	516	164	5	0	2817
2	Assam	545	545	295	67	1	1453	541	433	31	6	0	1011
3	Bihar	1924	1229	645	75	7	3880	1920	722	115	5	0	2762
4	Chhattisgarh	537	249	148	91	3	1028	537	108	22	1	0	668
5	Delhi	2148	758	335	65	13	3319	2144	420	59	4	0	2627
6	Gujarat	2457	1921	916	302	5	5601	2457	1341	115	4	0	3917
7	Harvana	1062	554	225	72	5	1918	1062	286	24	1	0	1373
8	Himachal Pradesh	749	350	209	70	2	1380	749	123	41	11	0	924
9	Jammu and Kashmir	455	182	83	20	1	741	447	76	6	0	0	529
10	Jharkhand	1442	597	137	34	2	2212	1441	33	12	2	0	1488
11	Karnataka	2003	2315	861	670	33	5882	2001	1517	162	11	0	3691
12	Kerala	2357	1836	632	190	4	5019	2277	1364	107	3	0	3751
13	Madhya Pradesh	1756	992	548	172	15	3483	1756	571	103	17	0	2447
14	Maharashtra	5282	3196	1700	562	32	10772	5282	2793	358	15	1	8449
15	North East	250	550	124	20	2	946	250	350	100	19	0	719
16	Odisha	1555	1083	312	191	10	3151	1555	425	32	2	0	2014
17	Punjab	1300	910	583	118	12	2923	1293	593	74	3	0	1963
18	Rajasthan	2351	1201	393	125	14	4084	2351	262	53	4	0	2670
19	Tamil Nadu	4794	3376	1397	471	29	10067	4782	2019	130	2	0	6933
20	Telangana	1293	771	328	73	12	2477	1293	392	113	6	4	1808
21	Uttar Pradesh	5137	2589	1025	322	42	9115	5134	1353	103	11	0	6601
22	Uttarakhand	712	332	206	70	3	1323	712	175	24	0	0	911
23	West Bengal	4710	1882	1176	426	15	8209	4710	1314	246	8	0	6278
24	Total	46951	28822	12838	4372	273	93256	46826	17186	2194	140	5	66351

Table 21. Number of Officials in Different Pay Levels -Postal Side

Postal Side Grade	Number of officials in different Pay Scales					
	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total
HSG-I (NFG)	0	0	0	8	154	162
HSG-I	0	0	132	423	47	602
HSG-II	0	8	1748	1086	49	2891
LSG	125	11628	8764	2715	18	23250
Timescale	46826	17186	2194	140	5	66351
Total	46951	28822	12838	4372	273	93256

Table 22. Gradewise Number of Officials in Different Pay Levels -Postal Side

The analysis of data covering 93,256 officials on the Postal side reveals a clear divergence between functional hierarchy and financial progression. The Time Scale cadre (Level-4) forms the foundational operational tier, accounting for the largest segment of the workforce. However, a significant number of officials are drawing pay in Levels 5 to 7 under the Modified Assured Career Progression (MACP) scheme. This indicates that a large portion of the workforce continues to perform Time Scale duties despite higher pay entitlements—primarily owing to limited promotional vacancies, declination of promotions on transfer or relocation grounds, or non-completion of the required qualifying service.

By functional correlation, LSG corresponds to Level-5, HSG-II to Level-6, HSG-I to Level-7, and HSG-I (NFG) to Level-8. The compiled figures show that financial upgradations have advanced faster than functional promotions, resulting in a considerable proportion of officials drawing supervisory-grade pay while continuing in operative roles. This phenomenon points to a gradual decoupling between pay scale and functional responsibility, where the pace of financial progression under MACP has outstripped the creation of corresponding supervisory positions.

This trend has implications for how the cadre is organised and managed. As many officials now draw higher pay while continuing in operative roles, the difference between supervisory and operative levels has become less distinct. The data points to a need for gradual adjustment in the number and distribution of posts so that financial upgradations and functional roles move in harmony. This would help maintain clarity in responsibilities and ensure fair opportunities for officials at different stages of their careers.

Vacancies across grades- PA Cadre - Postal:

Sl No	Circle	HSG-I (NFG)	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh	2	72	118	276	352	820
2	Assam	3	50	112	111	138	414
3	Bihar	6	29	-13	-238	-402	-618
4	Chhattisgarh	1	27	23	78	48	177
5	Delhi	0	68	70	121	354	613
6	Gujarat	5	135	253	421	697	1511
7	Haryana	2	44	59	-7	5	103
8	Himachal Pradesh	1	18	92	23	68	202
9	Jammu and Kashmir	1	24	72	674	1178	1949
10	Jharkhand	0	15	49	102	163	329
11	Karnataka	3	117	168	271	481	1040
12	Kerala	6	117	419	119	83	744
13	Madhya Pradesh	1	66	152	327	178	724
14	Maharashtra	8	181	312	592	1152	2245
15	North East	0	26	94	86	38	244
16	Odisha	0	67	44	163	241	515
17	Punjab	8	32	164	49	385	638
18	Rajasthan	1	102	38	125	247	513
19	Tamil Nadu	0	237	690	538	1025	2490
20	Telangana	0	49	85	257	31	422
21	Uttar Pradesh	4	193	357	997	869	2420
22	Uttarakhand	0	30	108	32	58	228
23	West Bengal	4	168	713	531	-348	1068
24	Total	56	1867	4179	5648	7041	18791

Table 23. Vacancy Position in Postal Side

As per the data compiled from Circles, over 18,000 vacancies have been reported in the Postal side of the PA cadre. The major share lies in the Time Scale cadre (7,041 posts), followed by LSG (5,648), HSG-II (4,179), HSG-I (1,867), and HSG-I (NFG) (56). The concentration of unfilled posts in the operative and middle levels suggests that while the base workforce remains under strain, higher supervisory positions also face partial shortages. Circles such as Kerala, Uttar Pradesh, and Delhi report relatively higher figures, consistent with their larger sanctioned strength.

The data presents a representative picture of the current vacancy scenario. The presence of vacancies across all levels highlights the need for timely promotions, recruitment drives, and rational redistribution of posts to sustain functional efficiency. The pattern further indicates a cascading effect, where shortfalls in feeder grades contribute to vacancies in higher levels, impacting overall cadre balance and operational continuity across Circles.

Vacancy Profile in Postal Units				
Grade	Sanctioned	Working	Vacancies	Posts vacant for more than 5 years
HSG-I (NFG)	215	159	56	9
HSG-I	2420	553	1867	697
HSG-II	7068	2889	4179	1476
LSG	29641	23993	5648	530
Timescale	73784	66743	7041	273
Total	113128	94337	18791	2868

Table 24. Vacancy profile in Postal Side

Posts Vacant for more than 5 Years in Postal Side							
SI No	Circle	HSG-I (NFG)	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh	0	23	38	38	28	127
2	Assam	2	39	89	0	0	130
3	Bihar	0	0	0	0	0	0
4	Chhattisgarh	0	10	3	0	0	13
5	Delhi	0	68	70	0	0	138
6	Gujarat	3	46	58	23	2	132
7	Harvana	0	13	19	0	0	32
8	Himachal Pradesh	0	7	43	0	18	68
9	Jammu and Kashmir	1	16	52	30	0	99
10	Jharkhand	1	2	8	24	0	35
11	Karnataka	0	34	48	27	22	131
12	Kerala	0	85	302	50	25	462
13	Madhya Pradesh	0	52	109	45	9	215
14	Maharashtra	0	15	7	0	0	22
15	North East	NII	26	93	0	0	0
16	Odisha	NA	NA	NA	NA	NA	NA
17	Punjab	0	0	0	0	0	0
18	Rajasthan	0	35	8	0	0	43
19	Tamil Nadu	0	84	183	90	88	445
20	Telangana	0	39	49	112	52	252
21	Uttar Pradesh	0	59	47	2	11	121
22	Uttarakhand	0	23	103	8	0	134
23	West Bengal	2	21	147	81	18	269
24	Total	9	697	1476	530	273	2868

Table 25. Posts Vacant for more than 5 years in Postal Side

The consolidated vacancy profile shows that out of 18,791 total vacancies in the Postal side, 2,868 posts have remained unfilled for more than five years, representing about 15% of all vacancies. The majority of these long-pending positions are in HSG-I (697 posts), followed by HSG-II (1,476) and LSG (530), while the Time Scale and HSG-I (NFG) categories together account for 281 posts. This indicates that the issue of prolonged vacancies is more pronounced in the supervisory and middle-management cadres, where promotion and recruitment processes are comparatively more interlinked and dependent on multiple factors.

6.10.3 Data Analysis: RMS Side

Sanctioned Posts-RMS:

Sanctioned Posts in RMS Offices						
SI No	Circle	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh	19	12	56	701	788
2	Assam	13	9	19	358	399
3	Bihar	26	17	56	988	1087
4	Chhattisgarh	4	4	11	193	212
5	Delhi	22	33	80	1259	1394
6	Gujarat	23	18	84	1144	1269
7	Haryana	10	8	23	351	392
8	Himachal Pradesh	2	4	5	83	94
9	Jammu and Kashmir	1	2	3	85	91
10	Jharkhand	9	9	26	293	337
11	Karnataka	18	18	76	867	979
12	Kerala	24	23	73	1044	1164
13	Madhya Pradesh	10	14	22	522	568
14	Maharashtra	47	28	138	2184	2397
15	North East	0	0	0	0	0
16	Odisha	10	10	34	570	624
17	Punjab	21	13	24	402	460
18	Rajasthan	11	12	39	636	698
19	Tamil Nadu	45	62	139	2079	2325
20	Telangana	12	19	37	577	645
21	Uttar Pradesh	32	47	71	1811	1961
22	Uttarakhand	1	2	9	117	129
23	West Bengal	49	29	123	1918	2119
24	Total	409	393	1148	18182	20132

Table 26. Sanctioned Posts in SA Cadre of RMS⁷²

If the circle-wise sanctioned posts are closely examined in RMS Offices, it is observed that while there are variations in the pyramidal structure across Circles, most Circles exhibit a broadly consistent hierarchy suited to their operational size and functional needs. In some Circles, the pyramidal structure appears imperfect or slightly distorted, largely due to variations in sanctioned strength and geographical or workload factors.

⁷² PE-I Section (Directorate) Letter No. Q-25/33/2022-PE-I-DOP dated 11.08.2022

Circle-wise Sanctioned Posts (SA Cadre-RMS)

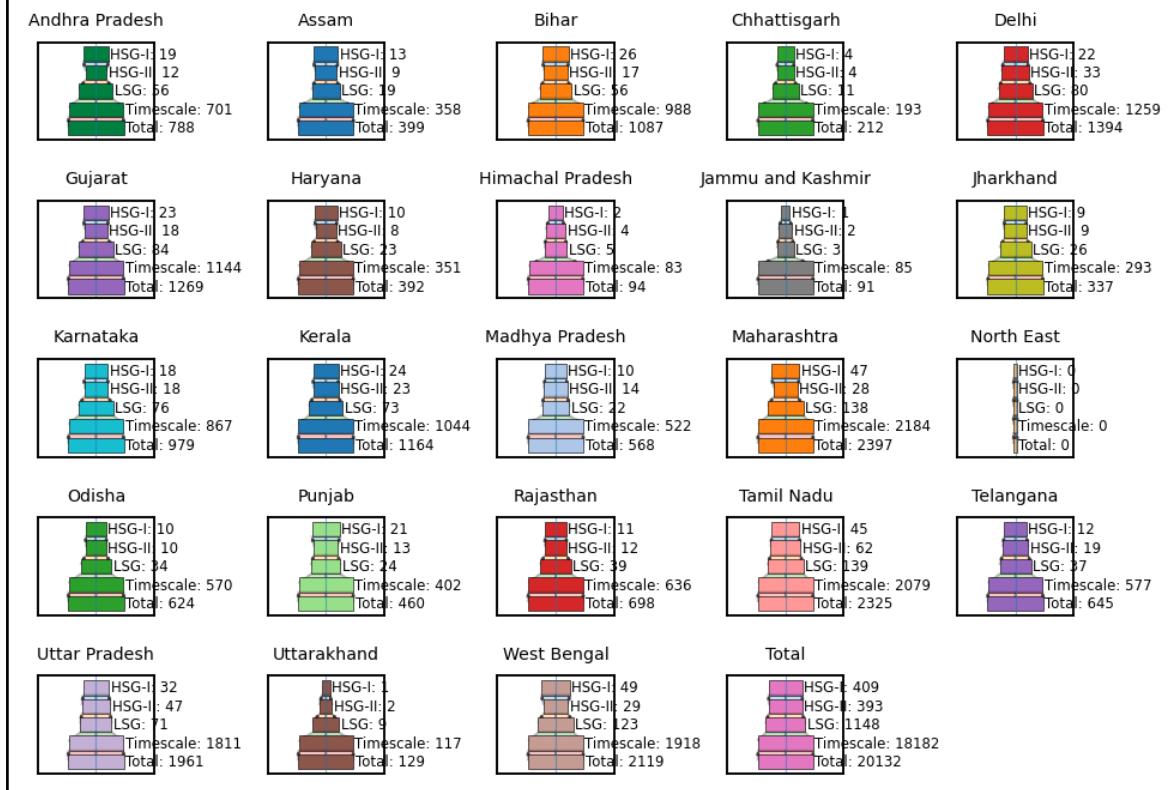


Figure 6. Circle-wise SA Cadre Pyramid in RMS

Circles such as Jammu & Kashmir, Uttarakhand, and Himachal Pradesh have comparatively smaller sanctioned strength, reflecting their compact operational requirements, whereas larger Circles like Maharashtra, Uttar Pradesh, West Bengal, Tamil Nadu, and Kerala have broader pyramidal structures with sanctioned strengths exceeding 1,000 posts, enabling better distribution of supervisory responsibilities.

The average sanctioned strength per Circle is around 914, indicating a broadly balanced distribution of posts at the national level. Minor variations in the pyramidal structure highlight the need for periodic rationalisation to maintain uniformity and functional balance across Circles.

Working Strength-RMS:

Working Strength in RMS Offices						
SI No	Circle	HSG-I	HSG-II	LSG	Timescale	Total
1	Andhra Pradesh	0	3	54	581	638
2	Assam	0	0	18	259	277
3	Bihar	2	0	39	897	938
4	Chhattisgarh	3	1	8	159	171
5	Delhi	3	0	70	1072	1145
6	Gujarat	1	3	65	939	1008
7	Haryana	2	1	26	311	340
8	Himachal Pradesh	0	3	6	79	88
9	Jammu and Kashmir	0	0	3	59	62
10	Jharkhand	0	0	19	275	294
11	Karnataka	8	2	67	751	828
12	Kerala	0	1	57	874	932
13	Madhya Pradesh	0	0	22	407	429
14	Maharashtra	16	1	115	1807	1939
15	North East	0	0	0	0	0
16	Odisha	8	3	28	514	553
17	Punjab	1	0	34	304	339
18	Rajasthan	2	0	39	597	638
19	Tamil Nadu	7	0	98	1550	1655
20	Telangana	0	1	27	455	483
21	Uttar Pradesh	6	0	55	1596	1657
22	Uttarakhand	0	1	9	95	105
23	West Bengal	17	0	12	1557	1586
24	Total	76	20	871	15138	16105

Table 27. Working Strength Posts in SA Cadre of RMS

The working strength data for RMS Offices furnished by the Circles indicates that more than 3,800 posts are currently vacant across all Circles, accounting for around 20% of the total sanctioned strength. The vacancy percentage varies between 10% and 25% across Circles. Further, the distribution pattern of working strength closely mirrors that of the sanctioned strength, reflecting a broadly consistent structural alignment among Circles.

The distribution of this manpower across different categories of RMS offices requires detailed analysis to gain a clearer understanding of functional deployment patterns. The Circles have furnished data on this distribution, though minor discrepancies and negligible anomalies are observed in a few instances with the working strength data already provided above.

Distribution of Posts across various types of offices - RMS:

SRO										
RMS/Sorting Office (Sots)										
Total	2073	19847	16077	10	401	391	1144	17911	1/9	9.75%

Table 28. Comparative Table in RMS (SA Cadre) – Type of Offices, Sanctioned Strength, Working Strength, Supervisory Ratios, and Percentage

The data indicates that staff strength is predominantly concentrated in offices such as NSHs, HROs, and other specialized units including BNPL Centres, PPCs, and Parcel Aggregation Centres. Across major RMS functional units like HROs, SROs, NSHs, ICHs, BPCs/NBCs, Ordinary Mail Sorting Units, PHs, TSCs, and TMOs, the supervisory ratio appears to be balanced, with approximately one supervisor for every 8 to 10 Sorting Assistants on average. However, in RMS Divisions and Sub-Divisions, very few supervisory positions from the LSG and HSG grades are observed. Overall, the data suggests that there is roughly one supervisor available for every nine Sorting Assistants.

Officials across different Pay Levels - RMS:

RMS Side	Number of Officials in Different Pay Levels												
	Total					Officials currently in Time Scale							
SI No	Circle	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total
1	Andhra Pradesh	333	244	46	8	0	631	333	231	10	0	0	574
2	Assam	104	78	76	19	0	277	104	78	71	6	0	259
3	Bihar	548	267	110	13	0	938	548	266	82	1	0	897
4	Chhattisgarh	104	49	11	7	0	171	104	49	6	0	0	159
5	Delhi	756	258	107	24	0	1145	756	256	58	2	0	1072
6	Gujarat	478	277	210	43	0	1008	478	277	183	1	0	939
7	Haryana	211	95	26	8	0	340	211	93	7	0	0	311
8	Himachal Pradesh	48	16	23	1	0	88	48	16	15	0	0	79
9	Jammu and Kashmir	46	9	3	4	0	62	46	7	3	3	0	59
10	Jharkhand	191	70	32	1	0	294	191	70	14	0	0	275
11	Karnataka	377	208	178	65	0	828	377	207	159	8	0	751
12	Kerala	423	430	68	10	0	931	423	427	22	1	0	873
13	Madhya Pradesh	244	125	50	10	0	429	244	125	38	0	0	407
14	Maharashtra	1050	420	372	84	0	1926	1050	420	310	15	0	1795
15	North East	0	0	0	0	0	0	0	0	0	0	0	0
16	Odisha	255	213	64	21	0	553	255	211	48	0	0	514
17	Punjab	190	75	59	15	0	339	190	75	39	0	0	304
18	Rajasthan	360	193	64	16	0	633	360	192	40	0	0	592
19	Tamil Nadu	910	467	216	62	0	1655	910	467	167	6	0	1550
20	Telangana	360	104	17	2	0	483	360	90	5	0	0	455
21	Uttar Pradesh	1076	360	171	50	0	1657	1076	359	146	15	0	1596
22	Uttarakhand	93	5	4	3	0	105	93	2	0	0	0	95
23	West Bengal	1028	189	254	115	0	1586	1028	189	254	86	0	1557
24	Total	9185	4152	2161	581	0	16079	9185	4107	1677	144	0	15113

Table 29. Number of Officials in Different Pay Levels -RMS Side

RMS Side	Number of officials in different Pay Scales					
	2400 (Level-4)	2800 (Level-5)	4200 (Level-6)	4600 (Level-7)	4800 (Level-8)	Total
HSG-I	0	0	0	76	0	76
HSG-II	0	0	12	8	0	20
LSG	0	45	472	353	0	870
Timescale	9185	4107	1677	144	0	15113
Total	9185	4152	2161	581	0	16079

Table 30. Gradewise Number of Officials in Different Pay Levels -RMS Side

Based on the data furnished by Circles regarding the current pay levels of officials in RMS, it is observed that a considerable portion of the workforce has advanced to higher pay levels through financial upgradations under the MACP scheme, even while continuing in their existing functional roles. Among the Time Scale Sorting Assistants, nearly 5,900 officials (around 39%) are already drawing pay in levels equivalent to those of supervisory cadres such as LSG and HSG. Of these, over 4,000 officials draw pay comparable to the LSG level, more than 1,600 officials draw pay aligned to the HSG-II level, and about 144 officials are in pay levels equivalent to HSG-I.

A similar pattern is visible within the LSG grade, where more than 825 officials are drawing pay equivalent to higher supervisory levels — approximately 470 officials at the HSG-II level and around 350 officials at the HSG-I level. Even within the HSG-II cadre, a few officials are receiving pay scales comparable to HSG-I, indicating that the progression in pay levels has moved faster than the functional promotions.

This overlap in pay scales across different grades shows that financial upgradations under MACP have progressed more rapidly than regular promotions in the RMS structure. While this has improved earnings for many officials, it has also narrowed the distinction between operative and supervisory levels. The data indicates a trend of financial advancement exceeding functional movement, resulting in overlapping pay levels across adjacent cadres.

Vacancies across grades- SA Cadre - RMS:

Table 31. Vacancy Position in RMS Side

Across various grades in RMS Offices, approximately 3,800 posts remain vacant — with over 2,800 of these in the Time Scale cadre alone. Additionally, around 330 posts in HSG-I, more than 370 in HSG-II, and nearly 275 in LSG grades are lying vacant across Circles. This indicates that nearly 50% of supervisory positions are unfilled, primarily due to the non-availability of eligible officials in the feeder grades. The root cause lies in the existing distorted pyramidal structure of supervisory posts, which has, over time, resulted in prolonged vacancies and disrupted promotional progression.

Working Strength vs Vacancy across grades in RMS Offices

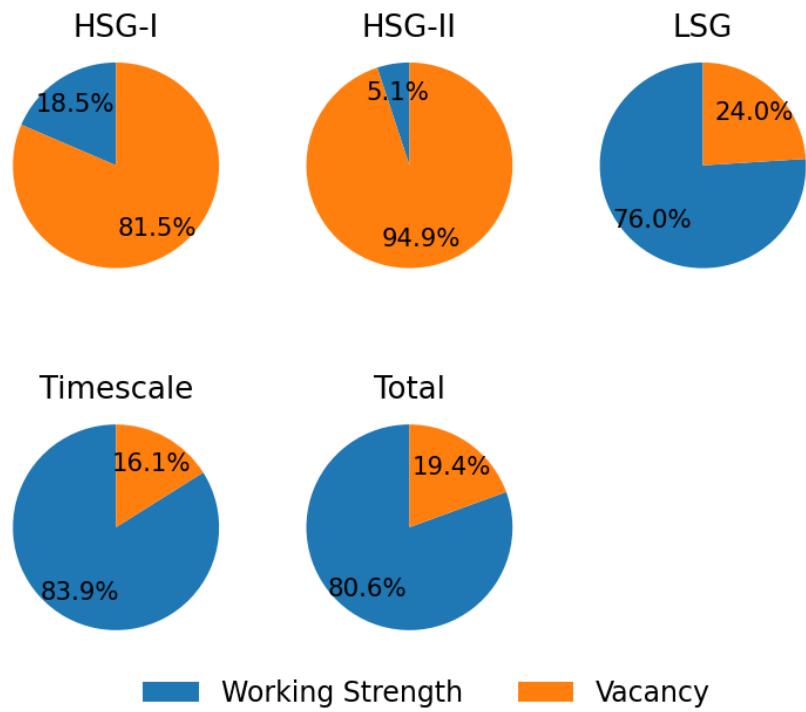


Figure 7. Working Strength vs Vacancy across grades in RMS Offices

In RMS Offices, vacancy levels remain significantly high across grades — with over 81.5% of HSG-I, 94.9% of HSG-II, 24% of LSG, and 16.1% of Time Scale posts lying unfilled. Taken together, this translates to an overall vacancy rate of around 19.4% across all grades.

Total	19985	16105	3880	418

Table 32. Vacancy profile in RMS Side

	24	Total	160	165	21	167	418

The vacancy analysis of RMS units reveals that out of the total 3,880 vacant posts, a significant portion — around 418 posts — has remained unfilled for more than five years. This includes over 150 posts in HSG-I, more than 160 in HSG-II, and nearly 20 in LSG, in addition to about 170 vacancies in the Time Scale cadre. The persistence of such long-pending vacancies indicates that nearly half of the sanctioned HSG-I and HSG-II posts have been vacant for an extended period.

The underlying reason appears to be the limited availability of eligible officials in the feeder grades, which has slowed down the normal flow of promotions to higher levels. This situation is closely linked to the imbalanced pyramidal structure of the cadre, where a narrow supervisory base and a broad operative foundation have restricted upward mobility. The data thus highlights a continuing challenge in maintaining the functional continuity and supervisory capacity within RMS establishments.

6.10.4 Data Analysis: Admin (CO/RO) Side

Sanctioned Posts - CO/RO:

In Administrative Offices across Circles, a pyramidal structure from Time Scale to HSG-I is generally evident. However, the transition from HSG-II to HSG-I reflects a steeper slope, indicating an imbalance at the higher supervisory levels. Moreover, in certain Circles such as Maharashtra, Kerala, and Haryana, the number of HSG-I posts exceeds that of HSG-II, suggesting a structural anomaly. Overall, the sanctioned strength in each Circle appears broadly proportionate to its size and the number of CO/RO officials functioning within it.

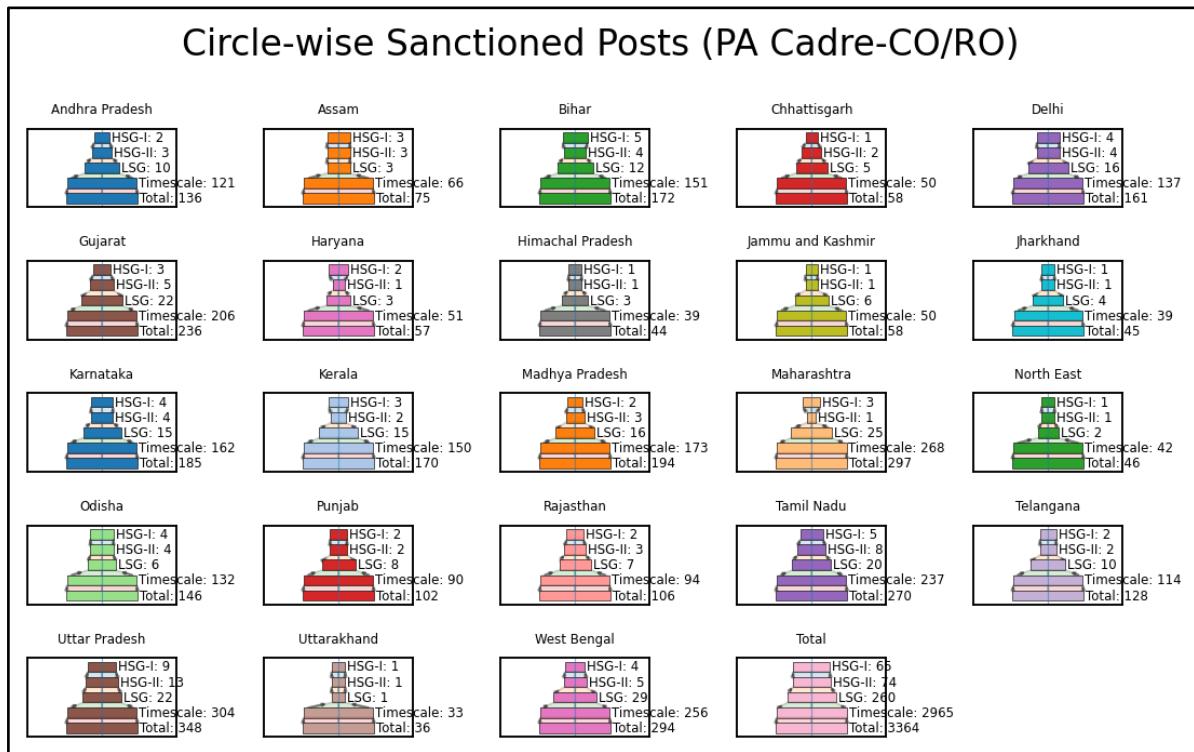


Figure 8. Circle-wise PA-CO/RO Cadre Pyramid in Circle/Regional Offices

The above figure illustrates the pyramidal distribution of sanctioned posts across HSG, LSG, and Time Scale grades in the PA-CO/RO cadre. Although a pyramidal pattern is visible, the slope becomes considerably steep from LSG to HSG-I, and more prominently between HSG-II and HSG-I, reflecting a disproportionate cadre structure in Administrative Offices. This imbalance often results in the non-availability of eligible officials in feeder grades for promotion.

Additionally, in certain smaller Circles such as Uttarakhand and Assam, the structure is even more constrained — with only one post each in LSG, HSG-II, and HSG-I in Uttarakhand, and three posts each in Assam — indicating the absence of a true pyramidal hierarchy.

Overall, when viewed in totality, the sanctioned strength of LSG posts is less than one-tenth of Time Scale, HSG-II is roughly one-third of LSG, and the gap between HSG-II and HSG-I remains narrow, underscoring the need for a more balanced cadre structure.

Working Strength - CO/RO:

Table 35. Working Strength Posts in PA Cadre of CO/RO Offices

The data on working strength in Administrative (CO/RO) Offices, as reported by the Circles, shows a total of 2,668 officials in position across various grades. This accounts for roughly 80% of the sanctioned strength, with about 700 posts presently vacant, representing around 20% of the total. The extent of vacancies varies among Circles, generally ranging between 10% and 25%, reflecting differences in sanctioned strength and staffing patterns.

The composition of the workforce indicates that the Time Scale cadre forms the largest segment, comprising over 90% of the total working strength, while the LSG, HSG-II, and HSG-I grades together make up a relatively small proportion. Despite these differences, the overall distribution of working posts follows the sanctioned structure, suggesting a reasonably uniform organisational pattern across Circles in the administrative setup.

However, to better understand the functional deployment of manpower, a detailed analysis of the distribution across various categories of Administrative Offices is necessary. The Circles have accordingly provided data on this aspect for further examination.

Distribution of Posts across various types of offices - Admin Offices:

Circles	Number of Offices	Sanctioned Posts	Working Strength	No. of Posts per Office	No. of HSG-I Posts	No. of HSG-II Posts	No. of LSG Posts	No. of PA Posts	Supervisors to PA Ratio	Supervisors Percentage w.r.t SS
Andhra Pradesh	4	136	120	34	2	3	10	121	1/8	11.03%
Assam	2	75	60	38	3	3	3	66	1/7	12.00%
Bihar	3	172	132	57	5	4	12	151	1/7	12.21%
Chhattisgarh	1	58	44	58	1	2	5	50	1/6	13.79%
Delhi	1	161	141	161	4	4	16	137	1/6	14.91%
Gujarat	1	236	166	236	3	5	22	206	1/7	12.71%
Haryana	1	57	52	57	2	1	3	51	1/9	10.53%
Himachal Pradesh	1	44	28	44	1	1	3	39	1/8	11.36%
Jammu and Kashmir	2	58	42	29	1	1	6	50	1/6	13.79%
Jharkhand	1	45	42	45	1	1	4	39	1/7	13.33%
Karnataka	4	185	146	46	4	4	15	162	1/7	12.43%
Kerala	3	170	139	57	3	2	15	150	1/8	11.76%
Madhya Pradesh	3	194	158	65	2	3	16	173	1/8	10.82%
Maharashtra	1	297	216	297	3	1	25	268	1/9	9.76%
North East	1	46	38	46	1	1	2	42	1/11	8.70%
Odisha	3	146	110	49	4	4	6	132	1/9	9.59%
Punjab	2	102	82	51	2	2	8	90	1/8	11.76%
Rajasthan	3	106	103	35	2	3	7	94	1/8	11.32%
Tamil Nadu	5	270	214	54	5	8	20	237	1/7	12.22%
Telangana	3	128	105	43	2	2	10	114	1/8	10.94%
Uttar Pradesh	8	348	274	44	9	13	22	304	1/7	12.64%
Uttarakhand	1	36	28	36	1	1	1	33	1/11	8.33%
West Bengal	4	294	228	74	4	5	29	256	1/7	12.93%
Total	58	3364	2668	58	65	74	260	2965	1/7	11.86%

Table 36. Comparative Table in CO/RO (PA Cadre) – Number of Offices, SS, WS, Supervisory Ratios, and Percentages

The supervisory ratio varies between 8% and 14% across Circles, averaging around 11.86% overall, which translates to roughly one supervisor for every 7–9 PAs, indicating a broadly consistent pattern.

		Number of Officials in Different Pay Levels -CO/RO Side														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
24	Total	1789	569	152	160	1	2671	1789	482	95	59	1	2426			

Table 37. Number of Officials in Different Pay Levels -CO/RO Side

CO/RO Side	Number of Officials in Different Pay Levels					
	1000	2000	3000	4000	5000	6000
Total	1789	569	152	160	1	2671

Table 38. Gradewise Number of Officials in Different Pay Levels -CO/RO Side

Based on the data furnished by Circles regarding the current pay levels of officials in Administrative (CO/RO) Offices, it is observed that a significant portion of the workforce has moved to higher pay levels through financial upgradations under the MACP scheme, while continuing in their existing functional roles. Among the Time Scale Postal Assistants, nearly 613 officials (around 28%) are already drawing pay in levels equivalent to those of supervisory cadres such as LSG and HSG. Of these, around 460 officials draw pay comparable to the LSG level, over 90 officials are in levels aligned to HSG-II, and about 57 officials draw pay equivalent to HSG-I.

A similar trend is seen within the LSG cadre, where more than 130 officials are drawing pay scales higher than their substantive grade — including approximately 50 officials at the HSG-II level and about 80 officials at the HSG-I level. A few HSG-II officials are also found drawing pay scales comparable to HSG-I, indicating that financial progression has moved faster than functional promotions in the administrative hierarchy.

This overlap in pay scales across different grades shows that financial upgradations under MACP have advanced more rapidly than regular promotions in Administrative Offices. While this has enhanced earnings for officials, it has also narrowed the distinction between operative and supervisory levels. The data points to a trend of financial advancement exceeding functional progression, resulting in overlapping pay levels across adjacent cadres.

Vacancies across grades- PA Cadre - Admin (CO/RO):

Across different grades in Administrative (Circle/Regional) Offices, about 685 posts are presently vacant, of which more than 520 belong to the Time Scale cadre. In addition, around 60 posts in HSG-I, over 70 in HSG-II, and nearly 25 in LSG remain unfilled across Circles. This indicates that close to 40% of supervisory positions are vacant, largely reflecting the limited availability of eligible officials in feeder grades. The pattern suggests that the existing pyramidal structure of supervisory posts has contributed to uneven promotional movement and prolonged vacancies at higher levels.

Administrative Offices account for a relatively smaller sanctioned strength compared to the Postal and RMS sides, resulting in a proportionately restricted feeder-grade base. With a narrowing structure beyond the HSG-II level, the availability of eligible officials for promotion remains limited, which in turn contributes to the observed vacancy levels across supervisory grades.

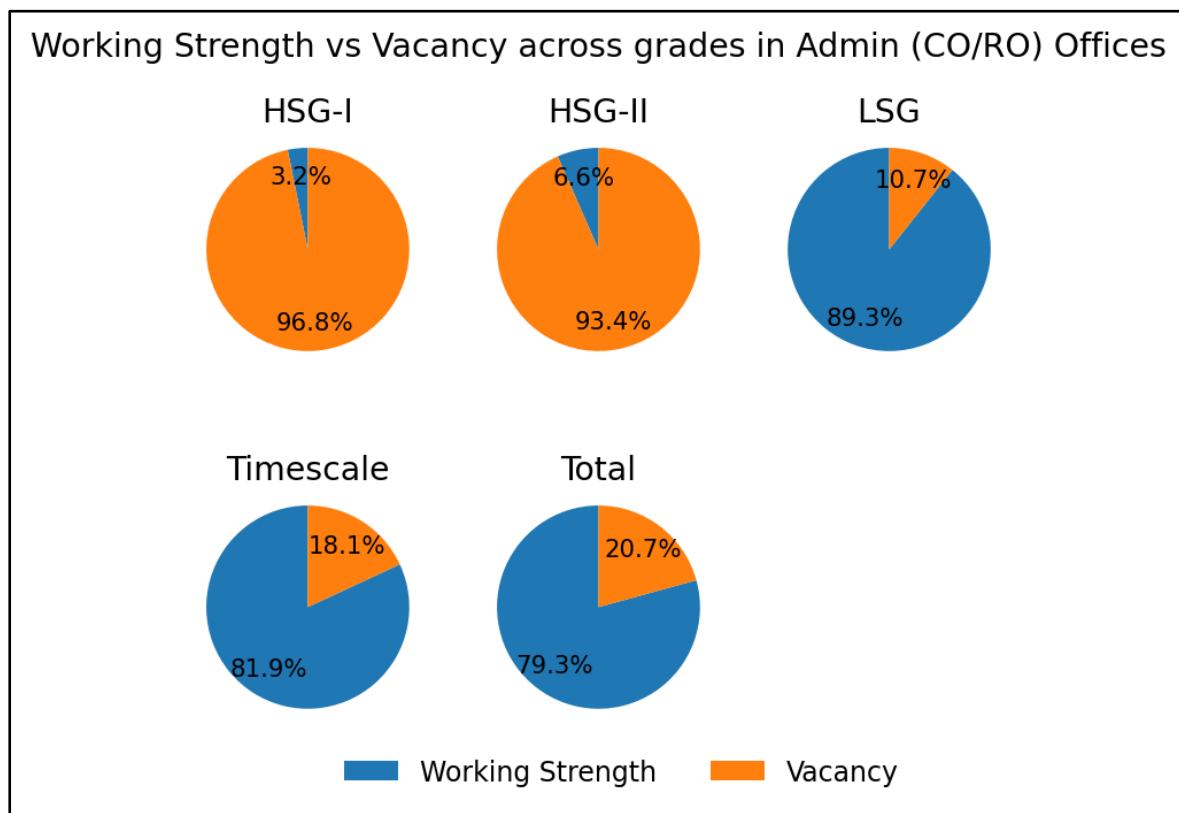


Figure 9. Working Strength vs Vacancy across grades in Admin (CO/RO) Offices

In Admin Offices, vacancy levels remain significantly high across grades — with over 95% of HSG-I, 93% of HSG-II, 10% of LSG, and 18% of Time Scale posts lying unfilled. Taken together, this translates to an overall vacancy rate of around 20.7% across all grades.

23	West Bengal	NA	NA	NA	NA	NA

Table 41. Posts Vacant for more than 5 years in CO/RO Side

Furthermore, more than 30 posts in HSG-I, over 40 posts in HSG-II, and about 3 posts in LSG have remained vacant for over five years. Nearly half of the HSG-I and HSG-II positions have been unfilled for this prolonged period, largely due to the lack of eligible officials in feeder grades — a situation stemming from the distorted pyramidal structure within the cadre hierarchy.

Stagnation Profile in Postal, RMS and Circle/Regional Offices:

Stagnation Profile in RMS, CO/RO & Postal Sides				
Cadre type	From Timescale to LSG	From LSG to HSG-II	From HSG-II to HSG-I	From HSG-I to HSG-I (NFG)
Postal	12.70	7.13	5.85	4.54
RMS	25.02	8.60	7.89	-
CO/RO	21.70	7.65	6.22	-

Table 42. Stagnation profile in Postal, RMS and CO/RO Side

For a Time Scale Postal Assistant, the average time taken for promotion to LSG is about 12 years in the Postal side, 25 years in the RMS side, and around 21 years in the CO/RO side, against the prescribed eligibility of 5 years as per the Recruitment Rules.

An LSG official takes approximately 7 years in the Postal side, 8.5 years in RMS, and 7.5 years in CO/RO to be promoted to HSG-II, although the eligibility requirement is only 6 years in the feeder grade.

Similarly, for HSG-II officials, the promotion to HSG-I takes about 6 years in the Postal side, 8 years in the RMS, and 6 years in the CO/RO side, against the prescribed 5 years of service in the feeder grade.

Currently, only the Postal side has the Non-Functional Grade (NFG) after HSG-I, where the average time for promotion is around 4 years, compared to the 2-year eligibility period stipulated by the Directorate.

6.11 Current Work-Description of supervisors in RMS Offices⁷³

The Committee undertook an extensive exercise to collect and analyse post-to-post work descriptions of supervisory cadres—LSG, HSG-II, and HSG-I—across RMS units and allied offices in the Karnataka Circle. This exercise aimed to understand the functional realities, workload distribution, and operational interlinkages among different levels of supervision in the field.

The findings indicate that supervisory duties in RMS are highly diversified, encompassing a blend of administrative, operational, and managerial functions. The distinction between purely supervisory and operational work is often blurred, given the continuous and time-bound nature of mail operations.

Officials in HSG-I posts discharge responsibilities of significant administrative and financial importance, frequently functioning as Drawing and Disbursing Officers (DDOs) and overseeing manpower management, correspondence, leave sanctioning, and accounts maintenance. Their role extends to strategic supervision, including monitoring of NSH and TMO performance, ensuring timely connection of mail routes, and managing sensitive operations such as handling of insured, accountable, and high-value articles.

HSG-II officials primarily serve as intermediaries between operational execution and administrative control. They perform duties related to accounts verification, service book maintenance, SRO functions, and supervision of sorting sets, while ensuring adherence to schedules and quality control. They also shoulder responsibility for daily and error reporting, staff deployment, and ensuring compliance with transmission timelines.

⁷³ [RMS-Supervisor Posts Description and Details of activities performed](#)

LSG officials act as the frontline supervisory tier, combining operational participation with supervision. They manage attendance, reporting, complaint handling, sorting verification, and coordination with section staff. Their proximity to core operations allows for immediate intervention in sorting, dispatch, and mail management processes, particularly in NSH, Parcel, and BNPL centres.

The Committee observed that across all supervisory levels, operational participation remains integral to performance outcomes. This functional overlap contributes to continuity and accountability but also highlights the need for clearer delineation of supervisory responsibilities, especially in larger hubs and technologically-enabled units such as IDCs.

In conclusion, this analysis reinforces that future cadre restructuring must acknowledge this operational-supervisory interdependence. Rationalising role definitions, embedding measurable operational components within supervisory grades, and aligning manpower deployment with functional workload will be essential to achieving efficiency, accountability, and parity across RMS and allied establishments.

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CHAPTER-7

Observations of the Committee

The Committee's review combined data analysis, field observations, and stakeholder inputs from all three functional streams — Postal, Railway Mail Service (RMS), and Circle/Regional Offices (CO/RO). The deliberations were guided by the Department of Personnel & Training's cadre-review principles and the Department of Expenditure's requirement that any proposal must be functionally justified and financially sustainable. The following consolidated observations form the analytical bridge between the earlier chapters and the Committee's final recommendations.

7.1 Overall Structural Context

The Department's existing cadre architecture has evolved through distinct historical phases. The Postal side underwent rationalisation in 2019, while similar reforms in RMS and CO/RO were deferred for want of updated functional justification. As a result, the organisation today functions with asymmetric hierarchies: a relatively balanced pyramid in Postal operations, a compressed one in RMS, and a depleted supervisory layer in CO/RO.

This divergence has created differential career progression, uneven supervisory coverage, and fragmented human-resource management across the three streams.

7.2 Pyramidal Structure and Cadre Distribution

Data furnished by Circles show that the proportion of supervisory to operative posts varies widely. In the Postal side, the share of supervisory positions is broadly adequate, whereas in RMS and CO/RO offices it remains well below functional norms. The imbalance has led to extended stagnation and reduced accountability at field level.

The Committee notes that a gradual and proportionate tapering of posts across levels is essential to sustain promotion flow and ensure that each tier carries clear supervisory and operational responsibility. Such recalibration must also preserve the operative base, avoiding any weakening of front-line capacity in mail handling and customer service.

7.3 Stagnation and Career Progression

Analysis of service-length data reveals that the average time taken for an official to secure the first promotion has increased several-fold compared with Recruitment-Rule norms. The Modified Assured Career Progression (MACP) scheme has provided financial relief but not functional advancement, leading to officials drawing higher pay levels while continuing to perform base-grade duties.

The Committee observes that stagnation is now both a personnel-management and productivity concern. Timely promotion strengthens motivation, renews skill application, and ensures balanced deployment of experience within the organisation. Therefore, any restructuring must restore a realistic promotion timeline consistent with functional requirements.

7.4 Functional Realities and Technological Transformation

The Committee recognises that the Department's operational landscape has been transformed by technology: integrated systems such as CSI, Finacle, IPVS, DakPay, and HRMS have redefined how services are delivered and monitored.

In RMS, parcel and logistics operations increasingly rely on real-time data and dashboard analytics; in CO/RO offices, budgeting, vigilance, and HR control functions are technology-enabled.

However, cadre designations and work norms have not yet evolved to reflect these responsibilities. The Committee therefore suggests that the forthcoming structure should explicitly recognise technology-based roles—including digital coordination, system supervision, and performance analytics—within existing grades, accompanied by suitable training and competency mapping under Mission Karmayogi.

7.5 Inter-Stream Parity and Functional Distinctiveness

The Committee's comparative analysis shows that while functional contexts differ, the underlying competencies of Postal Assistants, Sorting Assistants, and CO/RO Assistants are largely similar: all are recruited through identical eligibility standards and perform duties of comparable complexity. Yet the opportunities for progression and recognition vary sharply among them.

Maintaining functional distinctiveness—Postal as customer-facing, RMS as network-oriented, and CO/RO as administrative—remains important, but parity in career opportunity and grade structure is equally essential for institutional coherence. The Committee considers that harmonisation across the three wings will promote interoperability, consistent service quality, and a sense of organisational unity.

7.6 Cross-Cadre Mobility and Convergence

A recurring issue highlighted in staff representations is the limited cross-mobility between Postal, RMS, and CO/RO cadres. The existing segregation restricts exposure, learning, and career growth, and perpetuates disparities in promotion timelines. Past instances—such as the successful integration of the SBCO cadre with the Postal side—demonstrate that carefully designed horizontal mobility can strengthen both efficiency and morale.

The Committee observes that many duties at the Assistant level are now overlapping across operational streams. Enabling structured cross-posting or lateral

transfer at comparable grades would help develop multi-domain competence, distribute manpower flexibly, and reduce stagnation hotspots.

Accordingly, while maintaining cadre integrity for operational purposes, the Committee supports progressive convergence through a unified framework—whether by merger or by interoperable mobility—so that officials can be deployed where their skills are most needed. This concept provides the logical transition to the recommendations for creating a unified cadre framework in the following chapter.

7.7 Financial and Administrative Prudence

Throughout its deliberations, the Committee remained guided by the principle that restructuring should be functionally justified yet financially neutral. Since a large proportion of employees already draw higher pay levels under MACP, most proposed upgradations would be nominal rather than fiscally additive. The emphasis, therefore, is on redistribution of existing posts and rational utilisation of manpower rather than expansion of establishment.

This approach ensures sustainability and conformity with Department of Expenditure norms while allowing the organisation to reap efficiency gains through better-aligned hierarchies.

7.8 Motivation, Capacity, and Organisational Readiness

The Committee finds that improved career progression, clearer role definition, and cross-functional exposure will significantly enhance motivation. A motivated and technically capable workforce is critical for sustaining the Department's expanding business portfolio and service obligations. The proposed restructuring is therefore conceived not merely as a personnel measure but as a strategic investment in institutional capacity building.

7.9 Concluding Observation

The Committee's analysis confirms that the Department's cadre structure has reached a point where incremental adjustments will no longer suffice. A harmonised, forward-looking framework—one that balances parity with practicality, encourages cross-mobility, and recognises new functional realities—is essential for the next phase of organisational evolution.

These observations provide the basis for the Committee's recommendations in the next chapter, which outline a unified, competency-based cadre design intended to strengthen functional efficiency, ensure fairness across streams, and prepare the Department of Posts for the operational and technological challenges of the coming decade.

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CHAPTER-8

Recommendations of the Committee

The Committee, after careful analysis of the existing structures in Post Offices, Railway Mail Service offices, and Circle/Regional Offices, examined in detail the sanctioned posts, promotional hierarchies, Recruitment Rules, and the defined roles of officials across various grades. Attention was also given to stagnation profiles, long-vacant posts, financial implications, functional responsibilities, and the impact of new departmental initiatives. In addition, representations from unions and associations were carefully considered, and extensive deliberations were held. Based on this comprehensive review, the Committee proposed its recommendations:

The recommendations in this chapter address the core aspects of cadre management and functional restructuring. They include proposals for the merger of Postal Assistant and Sorting Assistant cadres into a single unified structure; the rationalisation of supervisory posts across Postal, RMS and CO/RO units; and the creation of a balanced promotional hierarchy consistent with DoPT and DoE norms. The chapter further covers the revision of Recruitment Rules, realignment of training frameworks, promotion procedures for supervisory grades, fixation of inter-se seniority, and the redefinition of supervisory roles to include both operational and oversight functions. Collectively, these measures are aimed at establishing a cohesive and future-ready cadre structure that ensures equity, efficiency and uniform career progression across all wings of the Department of Posts.

8.1 Merger of Postal Assistant and Sorting Assistant Cadres

The Committee proposes the merger of the Postal Assistant and Sorting Assistant cadres, along with a horizontal integration of their promotional grades such as HSG-I, HSG-II, LSG and Assistant. It is further suggested that the cadre be redesignated with a common nomenclature that reflects the diverse roles performed by its officials across the Department. For the purposes of this report and its recommendations, the unified cadre may be referred to as **India Post Associate**.

The Committee proposes to merge the entry grades of Postal Assistant (PA) and Sorting Assistant (SA) as the first step towards cadre unification, to be followed by the merger of supervisory grades (LSG, HSG-II and HSG-I) after the increased posts are filled and modalities relating to inter-se seniority, relaxation of Recruitment Rules and related aspects are finalised. These elements are discussed in detail in the subsequent recommendations.

Further, the Committee recommends immediate relaxation of restrictions on cross-cadre mobility i.e., between PA(PO), SA & PA (CO/RO) under Rule-38 transfers,

allowing such transfers at the entry level (PA/SA) to create a pre-merger transitional phase. This would facilitate gradual integration of personnel across Postal, RMS and CO/RO streams and ensure a smooth implementation of the unified cadre structure.

Rationale:

Recruitment to both Postal Assistant and Sorting Assistant posts follows similar Recruitment Rules, eligibility criteria and selection procedures, yet the cadres remain separated across functional streams. At the Assistant level, the duties, required competencies, and professional capacities are broadly comparable, with variation arising only from the nature of the office (Eg. Sub Post Office/ Parcel Hub) or activity (Eg., Counter operations/ Sorting) in which the official is posted. While officials undergo rotational transfers roughly every three years and are expected to adapt to varied roles, the absence of cross-mobility between the Postal, RMS, and CO/RO streams has led to unequal promotional opportunities and slower advancement, particularly in RMS and CO/RO.

While cadre restructuring was implemented in the Postal side from 2016, the same could not be extended to RMS and CO/RO due to lack of clarity w.r.t functional justification. Subsequently, cadres from SBCO and FPO were merged into the Postal side in 2023 to form a unified cadre of Postal Assistants, which created apprehension among RMS and CO/RO staff who continued to face limited promotional opportunities.

Given that the supervisory roles across these segments vary mainly in their operational context rather than in their core supervisory functions, the Committee is of the view that establishing a unified Associate cadre will strengthen the supervisory framework of the Department. The proposed structure will create a broader pool of supervisory posts, facilitating balanced career progression, optimum utilization of manpower, and uniform supervisory standards across all operational wings of India Post. It will also promote faster and more equitable promotions among officials of the Postal, RMS, and CO/RO streams, ensuring functional parity and cohesion within the unified cadre. This is also expected to reduce the Department's establishment cost on maintaining various registers, reports, and other related records, as these will henceforth be maintained for a single unified cadre.

Further, the Committee also proposes to merge the entry grades of PA and SA as the first step towards cadre unification, followed by the merger of supervisory grades once the additional posts are filled and modalities for inter-se seniority and Recruitment Rule relaxation are finalised. To facilitate this transition, the Committee further recommends immediate relaxation of restrictions on cross-cadre mobility under Rule-38 transfers at the entry level (PA/SA), enabling a pre-merger transitional phase and a smoother integration of personnel across the three streams.

8.2 Rationalising Supervisory Grades Strength to 31.58% of Unified cadre & Identification of Supervisory Posts:

The Committee proposes to rationalize supervisory posts within the new Unified Cadre at a level of 31.58% of the total cadre strength, by increasing supervisory positions in Circle and Regional Offices to 16.66% of their respective existing cadre strengths. This rationalization is expected to result in the upgradation of approximately 1,565 posts from Time Scale to Supervisory Grades. The identification and allocation of these posts shall be undertaken by the respective Circles, based on functional requirements and manpower deployment. While identifying these posts, due care shall be taken to ensure that the operative strength in Postal, RMS, and CO/RO units is not adversely affected.

(Note: These additional supervisory posts shall, in the initial phase, be filled by officials belonging to the existing CO/RO and RMS cadres. This aspect is discussed further under Recommendation No. 8.5.)

Rationale:

The Committee observed that the Postal side already has an adequate number of supervisory posts, whereas the RMS and CO/RO offices have a relatively limited supervisory structure. In view of the sensitive nature of mail and parcel operations in RMS units and the critical administrative support functions performed by Circle and Regional Offices, the Committee recommends an increase in supervisory positions in these segments.

After examining the existing establishment norms applicable to RMS and Circle/Regional Offices, the Committee proposes that one supervisory post be sanctioned for every six clerical posts. This ratio differs from that of the Postal side due to the distinct supervisory pattern and functional nature of work in RMS and CO/RO units. In the Postal side, supervisory hierarchy is tiered, with roles differentiated across grades depending on the range of operations and levels of supervision required. In contrast, in RMS and Circle/Regional Offices, supervision is function-based rather than hierarchical, depending on factors such as number of clerical staff, workload, working hours, and sensitivity of operations. For instance, in RMS sets, the supervisory grade (HSG-II or LSG) varies according to the volume of mail, number of bags handled, and duty patterns; similarly, in Circle and Regional Offices, supervisory grade allocation is determined by the nature and criticality of work. Hierarchical supervision (where LSG officials report to HSG supervisors) is uncommon, and in RMS offices, supervision is further supported by IP/ASPs.

Accordingly, the Committee proposes that supervisory posts in CO/RO units be increased to 16.66% of the existing cadre strength, while status quo may be maintained for the Postal side. Following the unification of cadres and restructuring of grades, the overall supervisory strength in the unified cadre will stand at 31.58%, resulting in the upgradation of 1,565 posts — comprising 161 posts in CO/RO and 1,404 posts in RMS.

Functional Justification:

RMS handles highly sensitive consignments such as examination question papers and answer sheets of major organizations including UPSC, CBSE, NEET, NIOS, and IGNOU. The Department of Posts is a trusted partner of national recruiting and examination bodies such as UPSC, CBSE, and the National Testing Agency, and currently manages question papers and answer sheets for nine critical UPSC examinations including the Civil Services, NDA, CDS, and Engineering Services. These consignments are processed and transmitted through Parcel Hubs (L-1 and L-2) and Transit Mail Offices (TMOs). In addition, RMS hubs handle parcels connected with important Government of India initiatives such as PM Vishwakarma.

Given the sensitivity of these operations, there is a clear need to strengthen the supervisory framework in Parcel Hubs (L-1 and L-2) and TMOs. Furthermore, a large volume of government identity and citizen-service documents such as Aadhaar, PAN, Passports, and Electoral Photo Identity Cards (EPIC) are processed in National Sorting Hubs (NSHs) and Intra-Circle Hubs (ICHs). Several State Government documents, including Driving Licences and Public Distribution System (PDS) identity cards, are also routed through these hubs. The Department plays a pivotal role in the secure transmission of identity credentials and documents related to Direct Benefit Transfer (DBT) schemes.

In view of this sensitivity, the role of supervisors becomes crucial in ensuring procedural adherence, error detection, abstraction prevention, and overall system integrity. Supervisors provide the critical layer of oversight that safeguards accountability and reliability at every stage of handling. Accordingly, the number of supervisory posts in Parcel Hubs (L-1 and L-2) and NSH/ICH units needs to be increased. The recent entrustment of NEET examination consignments to the Department and the smooth execution of their delivery further reinforce the need for enhanced supervisory presence in these facilities.

Similarly, Business Post Centres that perform direct bagging functions equivalent to sorting offices, and BNPL Hubs that handle sensitive documents such as passports, PAN cards, and EPICs, also require additional supervisory positions to maintain efficiency and security.

There is also a need to strengthen supervision in the Head Record Offices and Divisional Offices of RMS. Posts dealing with sensitive matters such as vigilance, accounts, complaint redressal, and stores should be identified as supervisory-level positions in addition to their clerical responsibilities.

In light of the proposed merger of the Motor Mail Service (MMS) with RMS, key operational roles in MMS—such as Control Room OA and Store Officer/In-Charge—may be designated as supervisory posts. Since MMS operations involve the movement of sensitive materials, handling of cash, and schedule management, these roles demand greater responsibility and oversight. Aligning them with the LSG level, which combines supervisory and clerical functions, will ensure effective monitoring while retaining operational efficiency.

The Department has also initiated measures to streamline delivery operations by creating Integrated Delivery Centres (IDCs) under Postal Divisions. These units perform both sorting and delivery functions. After the merger, some of the newly upgraded supervisory posts may appropriately be positioned in selected IDCs, where the experience of RMS supervisors will be valuable in ensuring operational efficiency and accountability.

Within CO/RO, branches handling sensitive subjects such as Staff, Recruitment, Vigilance, Legal, Investigation, Stores, Procurement, and Public Grievance Redressal should be managed by officials in the LSG grade. These branches require experienced personnel capable of handling complex matters with accountability. The proposed increase in supervisory posts will also make it possible to designate a portion of LSG posts as LSG-IPAs, ensuring that seasoned departmental officials are deployed in key functional areas.

The Committee recognizes the need to strengthen supervision in RMS and Circle/Regional Offices in view of changing operational requirements. With the proposed merger, supervisory posts may be created or reidentified in Integrated Delivery Centres (IDCs) and in new service initiatives such as Day-Definite Delivery (DDD), Next-Day Delivery (NDD), and marketing functions. The integration of Registered and Speed Post operations, the expansion of parcel and logistics services, and the increased role of the Road Transport Network (RTN) also require additional supervisory oversight. These changes justify a higher proportion of supervisory posts to ensure efficient operations, functional accountability, and a balanced organizational structure across all units.

A reference model illustrating the identification of supervisory posts in RMS and CO/RO offices for the Karnataka Circle is provided in Part-III-Report of Annexures⁷⁴.

Financial Implication

It is noted that more than twice the number of existing supervisory posts are already occupied by officials drawing pay at supervisory levels under the MACP schemes. Presently, LSG is at Pay Level-5, HSG-II at Pay Level-6 and HSG-I at Pay Level-7. The data obtained from all the circles reveal that if supervisory posts as proposed are filled up through promotions, the existing employees i.e., PA/SA with Pay Level-5 above will occupy LSG Posts, LSG officials with Pay Level-6 and above will occupy HSG-II Posts & HSG-II officials with Pay Level-7 will occupy HSG-I Posts. This is because employees who joined as PA/SA are being granted MACPs upto the Pay Level-7. **Consequently, the creation of 1,565 additional supervisory posts will not impose any extra financial burden on the Department, as the expenditure is already being incurred through financial up-gradations like MACP.**

⁷⁴ Reference Model for identification of supervisory posts: Karnataka Circle

8.3 Restructuring the Unified Cadre and its Grades:

The committee recommends that within the supervisory hierarchy, the ratio among HSG-I, HSG-II, and LSG grades shall be maintained at 1:3:9. The relevant ratio for the entry grade i.e., India Post Associate (PA/SA) is 27. This structure will establish a proper pyramid consistent with DoE/DoPT guidelines while ensuring efficient career progression through an adequate pool of feeder-grade officials.

Within the HSG-I grade, it is recommended that 25% of posts may be earmarked as HSG-I (Non-Functional Grade) [NFG] posts, providing further scope for career advancement at the higher supervisory level. In order to increase the NFG Posts to 25%, a proposal may be taken up with the DoPT.

Similarly, in the LSG grade, 20–30% of posts may be specifically designated as LSG-SIPAs (Senior India Post Associates).

Before Restructuring & Merger				
Grade	Admin	RMS	Postal (Excl.)	Before Merger
Supervisory Totals	399	1950	37431	39780

After Restructuring & Merger				
Grade	Admin	RMS	Postal (Excl.)	After Merger
Supervisory Totals	560	3354	37428	41342

Rationale:

The DoPT and DoE guidelines emphasize the need for a pyramidal structure in promotions to ensure a steady supply of eligible officials in feeder grades and to maintain efficiency and continuity across the hierarchy. While the Postal side presently maintains a reasonably balanced pyramidal structure among its supervisory grades, the RMS and CO/RO sides display significant distortions. In RMS, the number of HSG-I posts exceeds those in HSG-II, while in CO/RO the difference between these two grades is minimal.

This imbalance has resulted in over 75% of HSG-I posts in RMS and CO/RO remaining vacant, with nearly 40% lying unfilled for more than five years. A similar trend is observed in HSG-II, where more than half of the posts remain vacant due to the lack of eligible officials in the LSG grade. The primary cause of this shortage is prolonged stagnation at the Time-Scale level—officials often spend over 20 years before reaching LSG, and many retire before becoming eligible for HSG-II. Consequently, vacancies in higher grades are managed largely through officiating arrangements, with lower-grade officials temporarily discharging higher-level responsibilities without substantive promotion.

To correct this structural imbalance, the Committee proposes adoption of a 1:3:9 ratio among HSG-I, HSG-II, and LSG grades. This is consistent with the DoPT/DoE guidelines that a ratio of 1:3 may be maintained between successive higher and feeder grades. Accordingly, the proposed overall ratio for the unified cadre would be HSG-I : HSG-II : LSG : IPA = 1 : 3 : 9 : 27.

By providing a larger number of posts in the LSG grade, this structure will ensure a steady feeder pool for higher promotions, minimize long-pending vacancies in supervisory levels, reduce stagnation in lower grades, and establish a balanced, sustainable, and efficient career progression framework across the unified cadre.

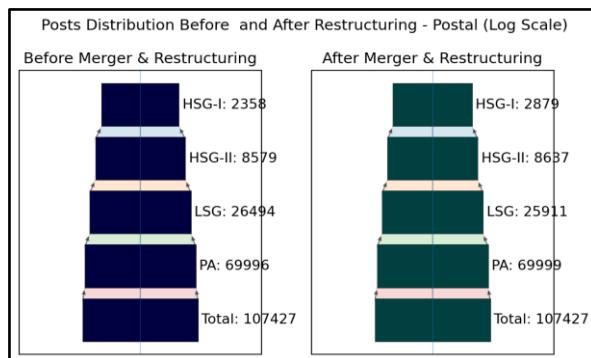


Figure 10. Depiction of Posts Distribution Before and After Restructuring- Postal Side

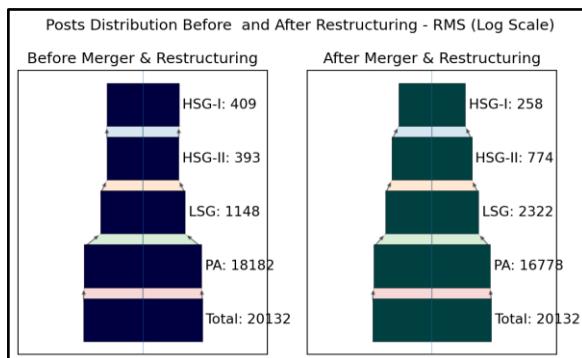


Figure 11. Depiction of Posts Distribution Before and After Restructuring- RMS Side

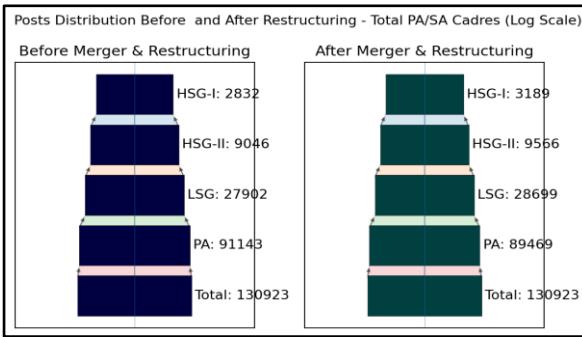
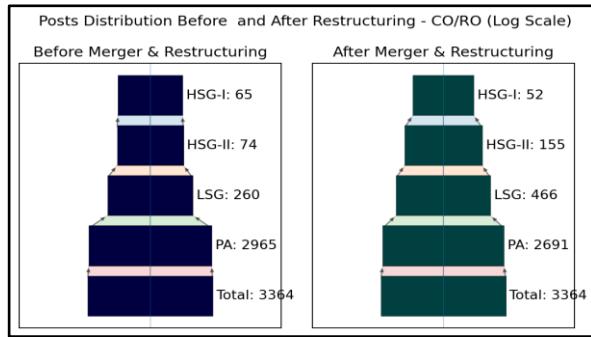


Figure 12. Depiction of Posts Distribution Before and After Restructuring- CO/RO Side

Note: With respect to the four AD (Recruitment) posts and four Superintendent RMS posts that are presently rotated among Circles by drawing officials from the HSG-I grades of the respective sides, the Committee is of the view that status quo may be maintained.

Figure 13. Depiction of Posts Distribution Before and After Merger+Restructuring- Total (Postal + RMS + CO/RO)

8.4 Recruitment & Training in Unified Cadre:

The Committee recommends that the Recruitment Rules be revised to provide a single point of entry into the proposed Unified Cadre, to be designated as India Post Associate. A proposal may be taken up with concerned divisions accordingly.

The Committee further recommends a comprehensive revision of the training curriculum and structure to align with the functional requirements of the Unified Cadre. A corresponding proposal may be taken up with the Training Division of the Directorate for formulation and implementation.

Rationale:

Once the merger is implemented and a common unified cadre with a new nomenclature is created, the existing Recruitment Rules will require revision to ensure a smooth transition in recruitment and selection. Such revision will streamline the recruitment process uniformly across all Circles and provide new entrants greater flexibility in opting for divisions or units of their choice.

For new recruits, the induction training programme may be restructured to align with the unified cadre framework, beginning with a common foundation course covering the functions and processes across different types of offices and operational verticals. Thereafter, based on the place of posting and nature of duties, short, curated refresher programmes may be organized at the respective Workplace Training Centres (WTCs) to impart role-specific knowledge and skills. This structured approach will ensure that all new entrants acquire a comprehensive understanding of departmental functions from the outset.

At present, a Postal Assistant in an administrative office (Circle or Regional Office) often has limited exposure to the functions of a Postal Assistant in a Post Office, while officials working in Post Offices or RMS units may not be familiar with administrative or sorting operations. The unified cadre, supported by common foundation and periodic refresher training, will bridge these functional gaps and enhance overall efficiency.

For serving officials already working as Postal or Sorting Assistants, whenever they are transferred to a different type of office—for instance, from a Post Office or RMS unit to a Circle Office—they may be provided with a targeted refresher course at a Postal Training Centre (PTC) or Workplace Training Centre (WTC). This will facilitate smoother transition, quicker adaptation, and improved performance in their new roles.

8.5 Promotion & Training in Supervisory Grades:

Promotion:

The Committee recommends a staged process of promotion of officials to the newly upgraded supervisory posts.

I. Stage-1:

Initially, promotion to the 1,565 additional or upgraded supervisory posts identified across various offices may be made from among eligible officials in the existing feeder grades of RMS (1,404) and CO/RO (161), so as to bring them at par with their counterparts on the Postal side. The Directorate may prescribe a clear timeline to ensure that these posts are filled on a priority basis. Once these newly created/upgraded supervisory positions are filled, the supervisory hierarchy will stand unified under the merged grades of LSG, HSG-II, and HSG-I of the India Post Associate Cadre. Thereafter, any vacancies arising in these grades shall be filled from eligible officials in the corresponding feeder grades of the unified cadre—IPAs for LSG, LSG for HSG-II, and HSG-II for HSG-I.

II. Stage-2:

A. To begin with, all unfilled HSG-I posts may be temporarily downgraded by one level to HSG-II, and the corresponding HSG-II posts may likewise be temporarily downgraded to LSG, so that recruitment may be made through promotion from the respective feeder grades. As and when LSG officials subsequently become eligible for promotion to HSG-II, these downgraded posts may be automatically upgraded to their original level at the time of actual promotion; the same procedure shall apply in respect of HSG-I posts.

B. In order to expedite the filling of all HSG-II and HSG-I posts identified or newly created under the Cadre Restructuring exercise, a proposal may be taken up with the Competent Authority **to allow a one-time relaxation in the prescribed eligibility service, reducing it to 50% of the required service in the feeder grade** (i.e., three years for both HSG-II and HSG-I). This relaxation will facilitate the filling of all identified LSG, HSG-II, and HSG-I posts within the shortest possible time, ensuring that each grade attains its sanctioned strength at the earliest.

III. Stage-3:

In spite of all efforts to fill the HSG-I, HSG-II, and LSG posts, if vacancies still remain unfilled, they may be adjusted against the available vacancies of IPAs and filled up accordingly, as was done during the Cadre Restructuring of Postal Assistants on the Postal side. This arrangement shall be made while ensuring that the overall sanctioned strength of the unified cadre—from IPA to HSG-I—remains intact.

Mid-Career Training Programmes:

The Mid-Career Training programmes applicable to these grades may be revised in alignment with the unified cadre structure of the India Post Associate. A proposal in this regard may be taken up with the Training Division of the Directorate for appropriate action.

Rationale:

At present, many officials in the RMS and CO/RO cadres continue to remain in lower grades, whereas their counterparts on the Postal side have already received promotions. To ensure parity across all streams, it is imperative that the additionally upgraded or newly identified supervisory posts be filled first from among the existing officials in RMS and CO/RO. Of the 1,565 newly created or upgraded posts, 1,404 pertain to RMS and 161 to CO/RO, based on the 16.66% supervisory percentage indicated in Recommendation No. 8.2, with these posts being pre-identified across various offices prior to filling.

Once this initial exercise is completed, any subsequent vacancies arising in supervisory grades shall be filled from eligible feeder-grade officials of the unified cadre on the basis of inter-se seniority, for which detailed modalities may be worked out by the Directorate.

In cases where officials are promoted or transferred across cadres under the unified structure, transitional training may be imparted through the Postal Training Centres (PTCs) or Workplace Training Centres (WTCs). Furthermore, the existing ADP, SDP, and SSDP training programmes of the PTCs may be redesigned to follow a unified syllabus, thereby ensuring standardized capacity building and skill alignment across the entire cadre.

8.6 Fixing Inter-se Seniority:

After filling all the newly identified 1,565 supervisory posts in RMS and CO/RO from among the eligible officials of the respective cadres, combined gradation lists of officials from the Postal, RMS, and CO/RO units may be prepared separately for LSG, HSG-II, and HSG-I grades in the Unified India Post Associate Cadre. The preparation of these combined gradation lists shall be carried out in accordance with the extant guidelines of DoPT or as per specific modalities to be finalized by the SPN Section of the Directorate.

- I. **Fresh Recruitment:** Going forward, recruitment to the unified cadre of India Post Associates (IPAs) shall be carried out in accordance with the revised and unified Recruitment Rules. The inter-se seniority of officials appointed through new recruitment—whether by Direct Recruitment or through Departmental Examinations—shall be determined in accordance with the extant guidelines issued by the Directorate.
- II. **Existing Postal/Sorting Assistants:** For the existing Postal Assistant/Sorting Assistant (PA/SA) officials across various cadres in the Time Scale, the inter-se seniority may be determined in accordance with the extant guidelines issued by the Directorate, as most of these officials were appointed through a common recruitment process. The Personnel Division of the Directorate may examine and finalize this aspect.
- III. **LSG/HSG Grades:** For determining inter-se seniority with respect to the LSG, HSG-II, and HSG-I grades under the unified structure, the matter may be taken up with the Personnel Division of the Directorate for appropriate decision.

Rationale:

Once the newly upgraded posts are filled and the cadres are merged to form the unified India Post Associate (IPA) cadre, the next key step will be the fixation of inter-se seniority across the three streams—Postal, RMS, and CO/RO. There will be no ambiguity regarding fresh recruitment, as the inter-se seniority of new recruits shall be determined in accordance with the extant guidelines of the Directorate. However, for existing officials, fixation of inter-se seniority will be crucial.

In the Time Scale, since most officials were appointed through common recruitment or promotion examinations conducted by the SSC for Direct Recruits or through LDCE for Departmental Promotees, their seniority may be determined as per the existing guidelines. A few exceptions may arise among officials appointed prior to the 2000s, where recruitment methods differed; such cases may be referred to the Personnel Division for examination. Hence, the matter may be taken up with the Personnel Division of the Directorate for examination.

Similarly, in the existing LSG and HSG grades across the different cadres, officials at varying levels of overall service seniority currently occupy different grades. Therefore, this matter may also be taken up with the Personnel Division of the Directorate for working out the modalities for fixation of inter-se seniority in these supervisory grades.

8.7 Redesigning the Work Norms for Supervisory Grades

In the Postal/RMS/CO-RO the work is such that a post will not have 100 % supervisory work. It will always have an element of operative work. Therefore all supervisory posts cannot be 100 percent supervision work. However, the proportion of operative work will vary between different grades as an official climbs up the ladder of promotions. Ideally LSG is expected to have 75%, HSG-II is expected to have 50 % and HSG-I is expected to have 25% of operative work. Accordingly, it is recommended that the roles of Supervisory Cadres be redefined to include a **balanced mix of supervisory and operational responsibilities**. This approach will ensure that supervisors remain connected with the functional realities of the workplace while also providing effective oversight.

Grade	Percentage of Operational Work Component	Percentage of Supervisory Work Component
HSG-I	25	75
HSG-II	50	50
LSG	75	25
Time Scale	100	0

Table 43. Proposed Work Norms for Supervisory Posts

Rationale:

The core work of the Department is inherently operational in nature—whether through counter operations in Post Offices, sorting work in RMS Offices, or administrative support in Circle and Regional Offices (CO/RO). As a large, manpower-intensive organization, the Department requires a strong supervisory framework to monitor these operations and ensure the efficient and effective delivery of services.

The clerical staff across all wings form the backbone of departmental functioning. On the Postal side, they serve as the primary interface with the public; in RMS Offices, they perform the labour-intensive work of sorting and transmission; and in CO/RO setups, they provide critical administrative support essential for the smooth functioning of operations.

Despite increasing technological integration, these roles continue to remain labour-intensive, owing to the Department's steady expansion into new service areas such as Common Service Centres, Passport Seva Kendras, Aadhaar Enrolment Centres, and emerging initiatives like Integrated Delivery Centres (IDCs), Day Definite Delivery (DDD), and Next Day Delivery (NDD). Each of these services requires sustained clerical effort and active operational involvement.

Therefore, there is a strong need to redefine Supervisory Cadres in a manner that combines supervisory functions with a measurable operational component. Directorate and Circles may undertake the task of identifying the specific operational roles to be attached with each supervisory post, thereby ensuring that supervisory staff remain directly connected to the core functions of the Department.

-End of Part-II: Comprehensive Report-