

Office Order No. HO/802/001

Date: 22.05.2003

Job Rotation of Executives (including TC Personnel).

- 1.0 With the objective of Career Development of Executives and to meet the requirement of various areas it is essential to rotate the Executives from one Department/Section to the other within the SBU/Unit/Offices. This will facilitate Executives to have wider exposure to all functional areas and enable them to take up higher-level appointments, besides meeting the organisational requirements of various functional areas. Job rotation shall also give opportunity to improve those who are found to be not performing well or not suitable for the present job. While most of the job rotation will be done with in the Unit, inter Unit job rotation would also be required. Following guidelines are therefore, laid down for systematic job rotation with in the Units/SBUs/Offices and between Units/Offices.
- 2.0. Criteria:
 - 2.1 Job rotation shall be generally considered for all executives in all functional areas once in every four years except those working in specialist areas in R&D/ Soft Ware, Horticulture, Security, Hospital etc., where rotation is neither in the interest of individual nor for the organisation. In case of Vigilance sensitive areas CVC guidelines on rotation shall be strictly followed. Also In case of exigencies of work or for any special reasons, job rotation may be delayed upto 5 years and in any case not beyond 6 years. In certain cases where performance of an individual is not up to mark in a particular area or if there are urgent requirements in other areas, the management may decide to move executives any time before completing 4 years.
 - 2.2 Bulk of the Inter Unit Transfers for development of the executives to shoulder higher responsibilities will be normally at the level of E-V and above, although it is not ruled out to consider lower levels. Inter Unit Transfer for the purpose of balancing executive strength or providing opportunity to improve performance may be done at any level. However, executives beyond 58 years' of age may not be transferred unless it is in the Company's interest to do so. Request from such executives for transfer to the place where they intend to settle down may, however, be considered sympathetically, subject to availability of vacancy and suitability.
- 2.3. Inter Unit Transfer on compassionate grounds:
 - 2.3.1. In remote areas such as MC/KOT where large number of Officers request Management to transfer them to other Units for various personal reasons.

Management may consider transferring such Officers sympathetically. A pool of such officers will be maintained at the Unit and send their recommendation to Corporate Office by end April every year. This shall be reviewed by CMD and Functional Directors and take suitable decision depending on requirements. If these Officers are surplus or can be managed by new recruits in their present place or if they can be used in place of new recruits in other units/offices, their application shall be considered sympathetically and they shall be moved to the Units where there are requirements. If the Officer wants to move only to a particular Unit, such transfer shall be considered based on the requirement in that Unit.

Notwithstanding above in order to accommodate requests of such executives, a minimum of 20% of the pooled list in a particular unit will be given opportunity to move to any other Unit as deem fit by Management every year in the order of seniority of application and severity of requirement to transfer. Shortage, if any, arises in those Units from where they are transferred shall be filled by new recruits.

3.0 Procedure for job rotation within the Unit/SBU/Office and among Units/Offices:

- 3.1. During Annual Performance Appraisal at the end of each year, the individual would give his preference for job rotation and the Appraising Officer/ Reviewing Officers shall recommend suitable areas of transfer considering his / her request, potentials, opportunities for improvements and requirement of Organisation. They shall also indicate specific reason for rotation such as development, non - performance, Company's requirement etc., and when the change should be effected. Annual Performance Appraisal shall be suitably modified to capture this information.
- 3.2. Personnel Department soon after getting appraisal forms will put up list of Officers who have completed 4 years and above indicating Departments in which they worked so far and Departments to which the individual preferred for change and the recommendations of Reporting / Reviewing Officers. Personnel Department shall also prepare a list of Officers who are recommended to be moved before completing 4 years and those working in Vigilance sensitive areas for 3 years and beyond separately. They shall also indicate reasons given for transfer against each individual. These lists shall be handed over to Divisional Heads by 15th April every year.
- 3.3. Divisional Heads shall review and make necessary transfers within Division in consultation with Department Heads in a formal meeting organised during 3rd week of April every year. They shall also work out list of those who have to be moved outside Division/SBUs/Units and indicate skills / persons required to be taken in to manage their operations and forward the same to the Unit / SBU Heads.
- 3.4. The Unit/SBU Heads shall discuss with Divisional Heads in the meeting organised during last week of April every year and effect necessary inter SBU

/ Divisional transfers considering business requirement and individual's growth and other requirements. They shall also prepare list of skills/levels to be obtained from other Units and those required to be moved to other Units and forward to Director (Personnel) before end April every year in a prescribed proforma.

3.5. A meeting shall be organised in CMD's chambers during May 1st week and all Inter Unit Transfers shall be discussed and effected.

4.0. Delegation of Powers for Transfer:

The sub-delegation of powers mentioned at Sl.No.11 under the Heading of Establishment of Office Order No.HO/144/011 dated 15.03.2001 issued on Sub-Delegation of Powers and the Office Order on Inter Unit Transfer of executives shall stand amended / modified, superseded fully or partially to the extent indicated below:

Type of Transfer	Level	Approving Authority
1. Within the Division	Upto E-III	Divisional Head not below the rank of E-VI
2. Inter Divisional & within Unit /	Upto E-III	Unit / SBU Head
3. Within the Division/Unit	E-IV to E-VI	Unit / SBU Head. CMD to be kept informed in case of E-VI.
4. Within the Unit	E-VIA & above	Director concerned with concurrence of D(P) & CMD. In cases of transfers in Finance, R&D & Marketing concurrence of concerned Functional Director shall also be taken
5. Inter-Unit	Upto E-VI	D(P) with the concurrence of concerned Unit Heads & Directors
6. Inter-Unit	E-VIA & above	Chairman & Managing Director

5.0 This Office Order comes into force with immediate effect. While the Annual Performance Appraisal will be modified for the future, the Units may evolve suitable procedure for job rotation for the year 2003-2004.

DIRECTOR (PERSONNEL)

