

BEML LIMITED
BEML Soudha
Bangalore 560 027



General Bulletin No.1268

11th January 2013

Sub : Transfer / Job Rotation Policy

The policy document as approved by Competent Authority on Transfer / Job Rotation Policy applicable to Executives and Employees working in the Company is appended herewith for information of all concerned : -

- (a) Transfer / Job Rotation Policy applicable to Executives — PART 'A'
- (b) Transfer / Job Rotation Policy applicable to Employees — PART 'B'

(2) This issues with the approval of Competent Authority.

(GANESH NATARAJAN)
Executive Director (HR)

Encl : as above

0/11

TRANSFER / JOB ROTATION POLICY FOR EXECUTIVES

Transfer / Job Rotation is an integral part of the Service Conditions of Executives. Accordingly, Executives have been transferred / job rotated from time to time in alignment with the Organisational requirement [IOM No. D(K)/43/B/14 dated 18.02.2004 refers – *Annexure I*].

2. Keeping in view the business scenario and the growth plans envisaged for the Company, it is imperative for the Organization to retain, nurture and develop the talent pool. Further, in order to adequately deal with the complex & dynamic business scenario, it would be of paramount importance that Executives acquire hands-on experience in various segments, areas, including Sections / Divisions / Complex within and outside of the Business Groups. This has to be attained through a structured system / mechanism. In this, 'Job Rotation' forms part as a key policy initiative.

3. Thus, Transfer / Job Rotation is an important instrument for Organizational capability building, as also competency development tool for Executives. Some of the deliverables of the Instrument are as under:

- Development of right perspective of Executives with work exposure within and across various business domains
- Individual capability enhancement; Horizontal & Vertical Integration
- Bring in transparency and wider acceptability as a system.
- Facilitate competency development
- Act as a precursor to Succession Planning
- Optimum utilization of Manpower (capacity & capability building)
- Provide opportunity to improve performance

4. In the backdrop of the above, a need arose to review the existing Policy and to put in place a revised mechanism of Transfer / Job Rotation in the Company.

5. For the purpose of effecting Transfers / Job Rotations, various functions in the Company are broadly classified into the following Categories:

- A. **Core Disciplines:** Involves specialization confined to specific technology e.g.: Hydraulics, Structures, Transmissions, Axles, Gears, Instrumentation Control, Metro Assembly, Welding etc.
- B. **Specialized Disciplines:** These disciplines support the core disciplines, but with appropriate familiarization / internship could be utilized in other Divisions/ Complex such as Quality, Methods, Tooling, IE, Planning, Material Management etc. and in Marketing areas, such as Sales, Service, etc.
- C. **Support Disciplines:** The disciplines that support the core and specialized disciplines, such as HR, F& A, IT (EDP), Security/ Vigilance etc. which require specialization/ proficiency in the respective areas only.

Note : *The above are indicative only.*

6. For the purpose of effecting Transfer / Job Rotation, Family of Jobs are broadly classified as under :

- I. Job Family (Engineering Professionals)
 1. Production, Planning, Industrial Engineering, Materials Management, Projects, Maintenance (Mechanical & Electrical), Vigilance, Safety, Outsourcing, Sub Contract, Quality, Marketing (including Service / Testing & Commissioning), Technical Training
 2. R&D and Technology Division
 3. Marketing (Sales & Service)
 4. Civil and Vigilance
- II. Job Family (Other Professionals)
 1. Finance, Accounts & Audit & Vigilance
 2. HR & Vigilance
 3. Security & Vigilance
 4. Medical

Note : The above are indicative only.

7. The generic guidelines for Transfer / Job Rotation of Executives would be as follows:

- a. At beginning of their career posting of Executives should be in technology intensive departments. e.g., Direct Shops, Assembly, After Sales Service functions, etc; Subsequently the same should be in related functional areas, viz., Tooling, Testing, QA and Methods..
- b. Transfer / Job Rotation should endeavor at giving exposure to Executives in core and specialized disciplines while they are holding frontline positions in the lower management cadre.
- c. Transfer / Job Rotations in core/ specialized areas should be technology centric so that expertise is fully utilized.
- d. Executives imparted specialized training in a particular area / function / discipline need to be utilized there for a minimum span of 3 years and should train their successors.
- e. Job Rotation in the Grades I to IV may be implemented within the same Division / Complex. However, depending upon organizational needs, such changes, as may be necessary, would take place outside Division / Complex as well.
- f. Executives particularly those who have been identified as high performers in the middle management cadre in Grade-V to VI should be transferred to different jobs in Production and Marketing to give wider exposure and enable them to assume higher responsibilities.
- g. Executives rated as low performers (Average & below) in a particular assessment year, necessarily be posted to another job after due counseling. Executives who continue to underperform for two consecutive assessment years may be transferred to other Complexes / Regions, depending upon requirement.
- h. During promotion exercises (CDP/Non-CDP), Executives having exposure in various Sub-functions / Functions / Divisions / Complexes may be given preference or else upon promotions, Executives may be given transfer / job rotation to other Sub-Functional / Functional areas. In respect of promotions of Executives in Grade V & above, a minimum of 03 year experience in Marketing (Sales & Service) related areas

in the field may be insisted as a prerequisite for consideration. Alternatively, upon promotion, such Executives could be transferred to Marketing (Sales & Service) functions in the field for a minimum period of 03 years.

- i. Executives working in sensitive areas (as notified vide GB No. 1228 dated 19.04.2011 r/w GB No. 1265 dated 20.12.2012) like Purchase, Sub-contract, Vendor Development, Stores (Receiving, Bills section and salvage), Finance (Bills Payable, PF Section, Cash / Cheque section, Marketing Finance), Quality Assurance (Receiving Inspection), HR (Recruitment, Welfare, PR, Disciplinary, Training, Management Services), Civil Construction (Construction, Maintenance, Estate Office), Shipping Department, Trading, Technology Division, Medical (Pharmacy) and Vigilance (all except PS/CVO & EA/CVO)] would be required to be transferred / job rotated every two / three years in terms of CVC Guidelines (CVC letters No. 98/VGL/60 dated 15.04.1999 and No. 98/VGL/60 dated 02.11.2001).
- j. Considering education of child/children, the transfer / job rotation exercise should be completed during April of the year.
- k. Executives in Grade I to IV, working in one location for more than 8 years may be transferred to another location.
- l. In respect of Executives in Grade V & above, the period will be 5 years.

8. In the light of the above generic guidelines as also with a view to ensuring that Executives are given due opportunities to gain hands on experience in Functional / Sub-Functional areas (*Annexure-II*) and Units etc. Executives promoted to posts in Grade II to VIII must have exposure in a prescribed number of Functional / Sub-Functional areas and Units. In case due to exigencies of work anyone could not be considered for transfer / job rotation, the same may be considered at the time of promotion and the reason may be recorded in his / her 'Performance Appraisal Form'.

9. The details showing linkage of exposure to minimum number of sub-functional/functional areas or units/divisions/complexes as a pre-requisite for promotion to the next higher level is indicated here below:

Promotion to posts in Grade II to IV:

Sl No.	Promotion to Grade	Inducted in Grade	Exposure to minimum number of Sub-Functional areas
1	II	I	2
2	III	I	3
		II	2
3	IV	I	4
		II	3
		III	2

⑨ / ⑩

Promotion to posts in Grade V to VIII:

Sl No.	Promotion to Grade	Inducted in Grade	Exposure to Minimum number of Sub-Functional areas	Exposure to Number of Functional areas or Divisions / Complexes (Preferable)
1	V	I	4 (or)	2
		II	4	2
		III	3	-
		IV	2	-
2	VI	I to III	4	2
		IV	3	-
		V	2	-
3	VII	I/ II	-	3
		III/ IV	-	2
		V	3 (or)	2
4	VIII	I/ II/ III	-	3
		IV/ V/ VI	-	2

10. Guidelines regarding job rotations/transfers in the Sensitive Areas will remain in vogue.

11. Competent Authorities for effecting Job Rotations/Transfers :

Levels	Nature of Job Rotation/Transfer	Authority
Gr. VIII & above	Intra / Inter Division or from one function to another within or outside Division	CMD. Proposals will be co-ordinated by D(K). Orders to be issued by Corporate Office.
Gr. IV- VII	From one Division to another or from one function to another, within or outside Division	FD/ Business Group Director(s) concerned with concurrence of D(K). Orders to be issued by Corporate Office
Gr. IV- VI	Within the Division and within the same function	FD / Business Group Director concerned. Communication to be sent to D(K)
Gr. I – III	Within the Division & within the same function.	ED/ CGM/ BG Heads with concurrence of respective Business Group Directors. Communication to be sent to Corporate HR.

Note : For more clarity, it may be noted that all cases of transfers involving change of location, concurrence or co-ordination of D(K) will be necessary for all levels, i.e., Grade I to X.

5/10

Levels	Nature of Job Rotation/Transfer	Authority
Executives in Functions like HR / Medical / Security , Finance & Accounts, Audit, Defence Business, Quality, Corporate Planning, Corporate Materials, Company Secretariat, ERP, Technology Division etc.	Intra / Inter Divisional Transfer	<p>a) Grade IV & above with concurrence of the respective Functional Director / CMD (Quality, Corporate Planning, Corporate Materials, Audit).</p> <p>b) Grade III & below with concurrence of the respective Heads of Corporate Functions.</p> <p>c) Inter Divisional Transfer Order with the concurrence of the Functional Director and Director (HR) to be issued by Corporate Office.</p>

Note :

- 1) CMD has full powers to effect transfers / job rotation of Executives.
- 2) Any other provisions of DOP not covered in the Policy will continue to remain in vogue.
- 3) Transfer / Job Rotation proposal to Bangalore based establishments will be processed at Corporate Office for approval of CMD.

12. Job Rotation exercise also aims at competence building amongst Executives. While deciding the Transfer / Job Rotation, there is a need to ensure that the Executive's aptitude & competencies are also taken into consideration to the extent that the organizational needs / requirements are not diluted.

13. For Transfer / Job Rotations, in case the job / hands on experience is found to be inadequate, suitable training input needs to be provided to the Executives posted to an area of work with which they are not familiar with.

14. To the extent possible, while effecting Transfer / Job Rotation, the following individual concerns may also be considered subject to organizational requirements, including vacancy :

- Serious health problem of self, spouse and dependent children / dependent parents, subject to production of documents in support of the same.
- Spouse employment (such a consideration shall be limited to only once in the entire career)
- Children Education
- Mutual Transfers based on request's at comparable level / profile and subject to acceptability to both the Divisions / Regions.
- Request for transfer to Hometown or to a nearer station before the superannuation, subject to attaining the age of 58 years with consistent good service records & availability of vacancy.

15. Transfer requests if any received during a financial year may be taken up for consideration by Management in the subsequent year. Notwithstanding the above stipulations governing the Transfer / Job Rotation, Management may depending upon exigencies of work pass such orders as may be necessary in the overall interest of the organization in the matter of Transfer/Job Rotation.

2 | 11

Annexure I

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INTER OFFICE MEMO

D(K)/43 / B /14

18th February, 2004

To : ED(T), ED(FM), ED(E), ED(M)
CGM(F), R, H

Cc : EK, TK, KP & RK

Sub : Job rotation for Officers.

In the Corporate Management Committee meeting held on 7.11.2003, the subject was reviewed at length, wherein the need to have multi-skilled/multi-competency Executives to have better operational control was keenly felt. With a view to avoid 'mental inertia' job rotation provide better band-width towards innovativeness, adaptability and continuous improvement of systems and procedures for the Organisation to be vibrant keeping pace with the changes in the business.

2. Against the above background and to enable the executives to grasp a more comprehensive management perspective while moving upwards, the following guidelines are issued for immediate implementation :

- Officers (Grade-I to IV) should invariably be rotated in different **sub-functional** areas to be eligible for promotion to next Grade-V;
- Executives (Grade-V to Grade-VII) should have experience in at least two or more **sub-functional** areas for consideration of promotion & only those rotated will be considered for promotion to Grade-VIII;
- Executives (Grade-VIII to Grade-IX) must have experience in at least two different **functional** areas or **Units** for consideration of promotion to Grade-X.
- Job rotation should be effected by the Selection Committee at the time of promotion of Officers to the next Grade or whenever required.
- The details of the **functional/sub-functional** areas are furnished in the Annexure.

Encl : as above

Cc : D(G), D(P), D(F), D(M)
SO/CMD

[Signature]
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The functional areas and the associated sub-functional areas are broadly classified as under. However, the functional and sub-functional areas indicated below are only illustrative and not exhaustive.

- A. Production Function**
Sub-functional areas are
- ❖ Shops involving machining operations
 - ❖ Shops involving fabricating operations
 - ❖ Procurement activities
 - ❖ Stores
 - ❖ Tool Engineering
 - ❖ Industrial Engineering
 - ❖ Maintenance (Electrical, Mechanical and Civil)
- B. Research and Development Function**
Sub-functional areas are
- ❖ Development Projects
 - ❖ Product Design
 - ❖ Quality
- C. Marketing Function**
Sub-functional areas are
- ❖ Service
 - ❖ Sales
 - ❖ Marketing Information Systems
- D. Finance Function**
Sub-functional areas are
- ❖ General Accounts
 - ❖ Cost Accounts
 - ❖ Purchase Scrutiny
 - ❖ Audit
 - ❖ Provident Fund
 - ❖ Pricing Activities
 - ❖ Payroll & Wages
- E. Human Resources Function**
Sub-functional areas are
- ❖ Training and Development
 - ❖ Administration
 - ❖ Personnel Services
 - ❖ Employee Relations and Welfare
 - ❖ Official Language
 - ❖ Security
 - ❖ Vigilance
 - ❖ Legal
 - ❖ Public Relations

TRANSFER / JOB ROTATION POLICY FOR EMPLOYEES

Keeping in view the dynamic business scenario the Organisation is facing and in order to adequately deal with the same, it would be of paramount importance that personnel working in the organization need to have hands on experience in various skills, Sections / Divisions / Complex within and outside the Business Groups through a structured system / mechanism of transfer / job rotation.

(2) The Employees are governed by the Standing Orders of the Company and also terms and conditions and Service conditions as specified in the Offer of Appointment. The Offer of appointment issued to the Employees stipulates that *"their duties would be assigned by the Management from time to time and they should be prepared to serve in any situation, department, division or shift to which they might be assigned from time to time. They are liable to be transferred to any part of India at the discretion of the Company, irrespective of whether the Company has its business in such place now or whether it establishes it there hereafter"*. Such transfer may be made for any period.

(3) In the above backdrop, it is felt essential to put-in place a systematic mechanism of Transfer / Job Rotation Policy in respect of the Employees of the Company.

(4) For the purpose of transfers, changes in one or more area indicated below can be termed as transfer :-

(a) Change of Job (Direct / Indirect)	[Job Rotation]
(b) Change of Department / Section	[Job Rotation]
(c) Change in location / place	[Transfer]

(5) The following basic principles are to be taken care while submitting any proposal for Employees' transfers :-

- Transfer of Employees may generally coincide with the academic session of their wards.
- Transfers should be restricted to the minimum essential to fulfill the objectives and requirement of the organisation.
- Employees having two year or less service to superannuate may not be covered by the above policy, except in cases where such Employees request for posting at a particular station.

9/11

(6) The following aspects will be kept in view while effecting transfer / Job Rotation of employees:

- Organizational needs for manning various positions and exigencies of Company's work.
- Filling up of vacancies, consequent upon promotion / retirement of employees or on creation of new posts / taking up new works.
- Rotational assignment to provide exposure to different work environment and functional areas aimed at career development of employees.
- To ensure job rotation / transfer of each Employee once in 5 years in the same Section / Department within the Complex and to ensure their Inter- Complex job rotation / transfer once in 10 years.
- Transfer / Job Rotation of Employees working in sensitive areas as per CVC guidelines.
- Trainers would also be considered for transfers.

(7) The types of Transfer / Job Rotation are broadly categorized as under :-

- (a) Transfers on administrative reasons
- (b) Request Transfers (primarily on health reasons)

(8) Transfers on administrative reasons :-

- (a) Keeping in view of operational / organizational and administrative consideration and in line with the aspects indicated at Para 6 above, Management has got inherent right to utilize the services of every employee in any job /post wherever considered expedient.
- (b) Keeping the above in view, the proposal on transfer / Job Rotation of Employees would be submitted to Competent Authority as specified under Delegation of Powers for concurrence / approval subject to the following conditions :-
 - (i) The concurrence of Division / Complex Heads where the Employee/s, whose transfer/s is / are proposed, is to be obtained; and
 - (ii) Replacement is ensured wherever replacement is insisted upon by the Department / Section Head concerned within a shortest possible duration;
- (c) Any transfer proposals involving Inter-Complexes movement will be submitted to Corporate HR Department for processing and approval, whereas the same involving Intra-Complexes movement involving same location will be processed by the Unit Management.

19/10

(d) Horizontal Transfers :

- (i) Considering organizational / functional requirement, Internal Advertisement will be released inviting applications from the willing Employees with required qualification, skill, experience, etc. to fill-up manpower requirement.
- (ii) The willing Employees who satisfy the requirement will be considered for horizontal transfer with transfer benefits under TA/DA rules of the Company.

(9) Request transfers (primarily on health reasons) :-

- (a) Employees who are requesting for change of location primarily on health reasons have to give their request to the respective HR Department of the concerned Offices / Divisions / Complexes through the Departmental Head in the prescribed format.
- (b) The HR Department depending on the recommendation of the Department Head, would take action as deemed fit, after due consultation of the same with the Head of the Office / Divisions / Complexes.
- (c) If the request is forwarded by the concerned Department Head without insisting for replacement, then the same would then be forwarded by the concerned HR Department to Corporate HR Department in the prescribed format during March of the year.
- (d) Corporate HR Department will consolidate such requests forwarded by the HR Department and submit those cases for due consideration of the Management during April of every year, keeping with organizational requirement.
- (e) However, such Employees who are transferred on request basis, will not get any transfer benefit under TA/DA rules of the Company.
- (f) Request for transfer to any Bangalore based Office / Division may be considered once in 10 years. CMD will be the Competent Authority to approve such transfers.

(10) Transfer / Job rotations will be effected based on CVC guidelines in respect of movement involving sensitive areas.

11 / 11