

JOB ROTATION OF OFFICERS - SUCCESSION PLANNING / CAREER DEVELOPMENT

1. Policy on Transfer / Job Rotation in respect of Officers is in existence in the Company since 1972 (as amended from time to time). The prevailing system on the subject was discussed amongst the Directors / General Managers during 2006.
2. Presently, Job Rotations / Transfers are compulsorily effected only in respect of officers working in Sensitive Areas. In respect of Officers working in other Areas / Departments, Job Rotations / Transfers are effected only on need basis. The following are some of the ills of the prevailing system:
 - Transfers are presently being termed as Job Rotations
 - Inter location Transfers are effected by exception
 - Limited and not carried out regularly
 - Urban bias
 - Functionally neutral
 - Expediency
 - Occasionally, based on individual requests and agreement between the transferee & transferor Divisions
3. Job Rotation is an important method for career development of Officers. It needs to be utilized as a mechanism to position Officers in Posts / jobs where they are likely to be more effective or where they are likely to have greater job satisfaction. The key objectives of job Rotation exercise are enumerated below:
 - Cross-cultural / Cross Product & Technology exposure to
 - broaden the canvass of work related experience;
 - individual enrichment
 - promote 'One Company Concept' & bring in transparency
 - Evolve Competency Frame work (Individual vis –à-vis the job)
 - Facilitate Officers to acquire broad competency profiles to enables Succession Planning;
 - Visualize future positioning in the Company
 - Optimum utilization of Manpower
4. In the backdrop of the above, it is decided to put in place Systematic mechanism of Job Rotation with a focus on Succession Planning, in the company.

POLICY / GUIDELINES:

5. The primary objective of job rotation exercise is identification of Successors who can occupy the Key Positions in the Company. Key Positions are those that exert critical influence on the operational activities or the strategic objectives of the Company. In other words, if these Key Positions are kept unmanned or the incumbent in the position are not functioning effectively or if not receiving adequate and appropriate support may place the Company at a competitive disadvantage. Such positions are usually 'pivotal' positions, which mean that effectiveness of other positions is dependent upon effectiveness in the Key Position.
6. In the above backdrop, Divisions / Offices were requested to identify their respective Key Positions. It is decided that the job rotation exercise for Grade VII & above (Grade VI & below exceptionally) would aim at identification of successors in Key positions.
7. In this regard, Corporate Office, in consultation with the Complex Offices, would identify the Key Position in Grade VII & above which are likely to fall vacant in the Succeeding two years time. Such Key Positions in One Complex would be shared with the

remaining three Complexes, with a request to identify & nominate 2 to 3 suitable Officers who can be considered to occupy the identified Key Positions. Such nominations received from the Complexes would be examined and orders notified after finalization at Corporate Office.

8. As regards the job rotation of Officers upto Grade IV within the Divisions, the Division concerned may develop an Individual career plan for providing adequate exposure in different areas in the Divisions / (vertically as well as horizontally), Similarly, Complex Officers would draw up the plan for Officers in Grade V & VI. Indicative career planning Profiles are enclosed as Appendix I & II.
9. For the purpose of effecting job rotations, various functions in the Company are broadly classified into 3 categories:
 - i) Specific Functions: Disciplines that are specific to a Division / Complex
 - Core Disciplines: Involves specializations confined to Product specific technologies, e.g. Air Frame Assembly, Engine Assembly & Testing, Avionics / Accessories Assembly & testing, Aircraft Systems & Testing, Design.
 - Specialized Disciplines: That support the core disciplines, but with appropriate familiarization / internship could be utilized in other Divisions e.g. Design Liaison, Quality Control, Production Engineering, Indigenization.
 - ii) Support Functions : Disciplines homogenous in character & not specific to a Division / complex e.g. Finance & Accounts, personnel & Administration, Security, Vigilance, Works & Services, Plant Maintenance, MSD, IT, IMM, Medical.
 - iii) General Management: Positions in Grad VII & above could exceptionally be filled with executives from other related disciplines.
10. Based on the functional categorization as above, Divisions are grouped as per the following details:
 - i) For Inter –locational job rotations in Core Disciplines:
 - A: Aircraft, ARDC, LCA, IJT, AEROSPACE, AMD & AOD Nasik, Aircraft Service Centre, TAD Kanpur & Overhaul, BC
 - B: Engine- BC, Koraput, IMGT & ETBRDC
 - C: Helicopter, ALH-ROH, RWRDC & Barrackpore
 - D: Hyderabad Korwa & Lucknow
 - E: F&F, BC & Koraput
 - ii) Officers in Core Disciplines Including Design Disciplines to facilitate career Development without succession to be job rotated in allied Divisions.
 - iii) Officers in General & Specialized Disciplines as a part of the Career Development and Succession strategy can be job rotated across the Company.
 - iv) Officers in Grade VII & above can be nominated for Succession, exceptionally, in other Disciplines.
11. With a view to assure that Officers are given due opportunities to gain hands on experience in various Sections / Divisions, Division/Complex / Offices must ensure, as far as possible, officers promoted to posts in Grade II to VIII must have exposure in

the following minimum number of Sections / Shops / Department / Divisions:

Promotions to posts in Grade II to IV:

SL. No.	Promotion to Grade	Inducted In Grade	Exposure to Minimum number of Sections / Shops / Departments
1	II	I	2
2	III	I	3
		II	2
3	IV	I	4
		II	3
		III	2

Promotions to posts in Grade V to VIII:

SL. NO.	Promotion to Grade	Inducted In Grade	Exposure to Maximum number of Sections / Shops / Departments	Exposure to Minimum number of locations worked
1	V	I	-	2
		II	4(OR)	2
		III	3	-
		IV	2	-
2	VI	I to III	-	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

Officers, in general, would be job rotated after 10 yrs. in any geographical location and promotions need to precede job Rotations. The maximum tenure for officers at Koraput & Korwa Divisions will be 5 years, except in cases where the Officers desire to continue at these locations.

12. Divisions / Offices would continue to effect job Rotations in the Sensitive Areas as per the instructions in vogue depending upon the Delegation of Powers notified vide circular referred at (vi) above.

13. **Competent Authority for effecting job Rotations:**

Authority	Levels

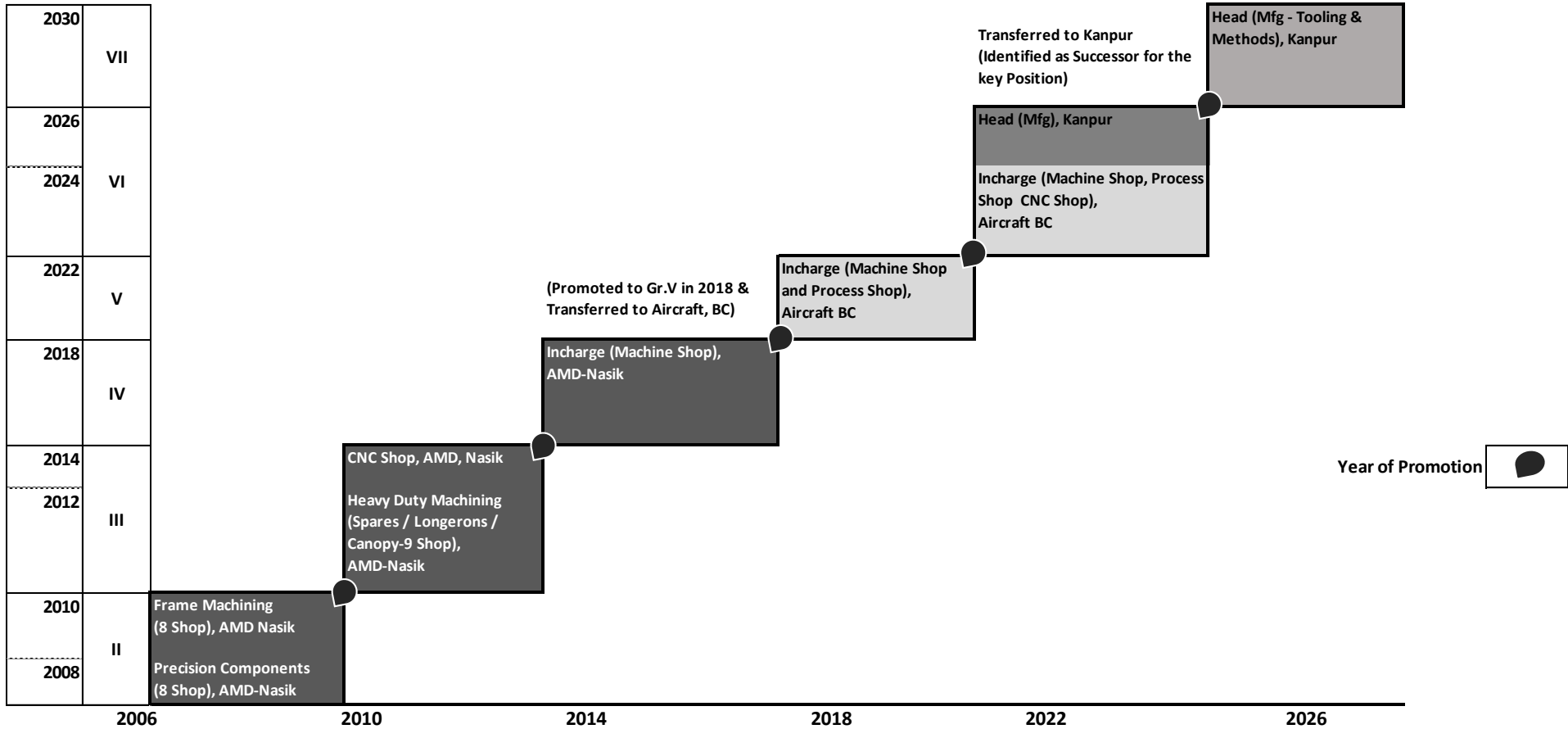
ED / GM	Within the Division upto Gr. V, subject to vacancy
Director	<ul style="list-style-type: none"> ▪ Within the complex upto Gr. VII, subject to vacancy ▪ Officers in Grades VI & VII within the Discipline of Finance, P&A and IMM/Commercial, in Consultation with the FD
Directors of 2 Complexes	Between the Complexes upto Gr. VII
CH	Officers in Grade VIII & above
Corporate Office	<ul style="list-style-type: none"> ▪ Annual Companywide job rotations ▪ Executives of Vigilance based on recommendations of ED(V) ▪ Executives of Systems Audit in consultation with Head of System Audit, CO

Other Conditions:

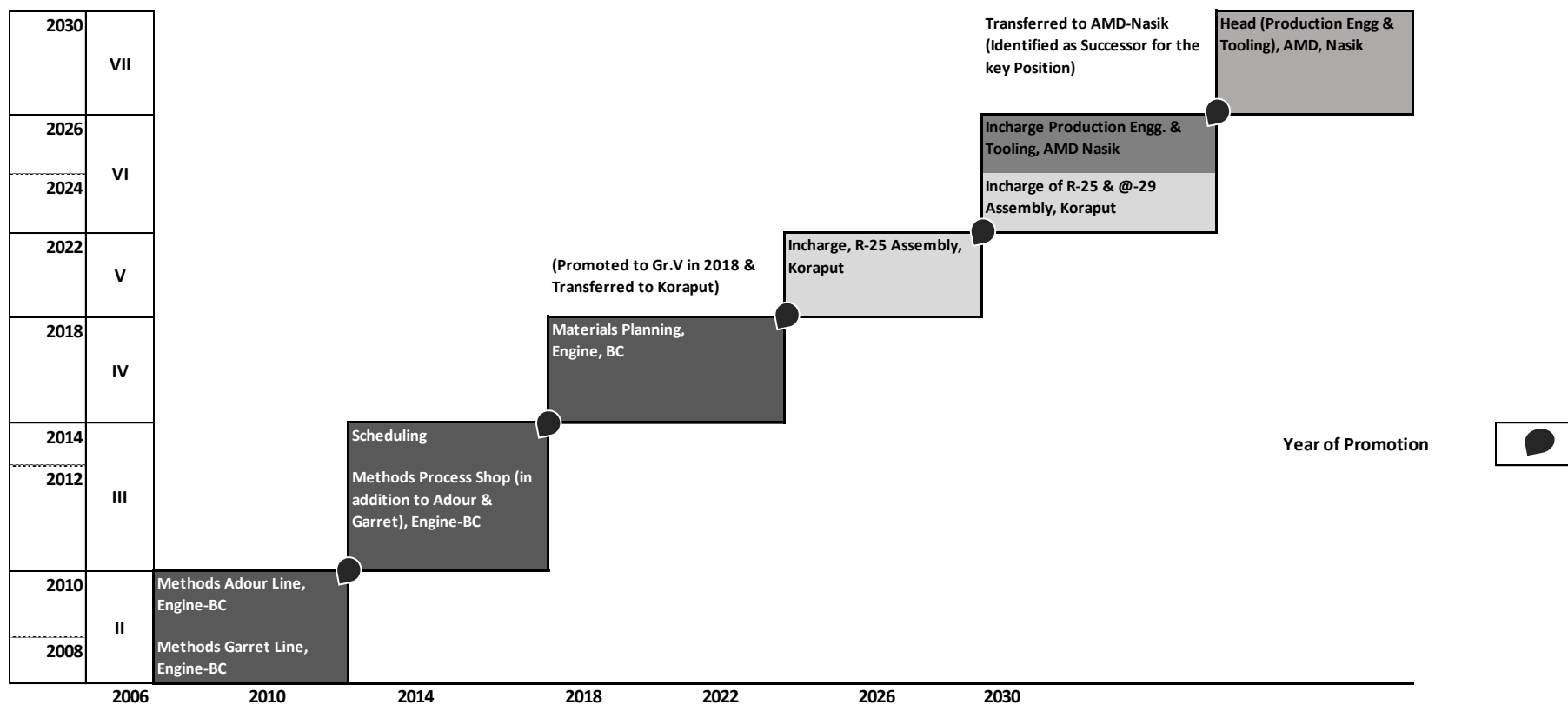
14. Job rotation exercise also aims at Competence Building amongst Officers. Newly recruited Officers at beginning of their career should be posted in technology intensive Depts. e.g. direct shops, Assembly, Tooling, Testing, QA and subsequently in related functional areas. Moreover, Officers who have been imparted specialized training need to be utilized for a minimum span of 4 years to train successors
15. While deciding the job rotation, there is a need to ensure that all Officers are rotated uniformly and the Officers aptitude & Competencies are also taken into consideration.
16. Suitable Training inputs needs to be provided to the Officers job rotated to an area of work with which they are not familiar with.
17. Divisions / Offices may ensure that before the Superannuation Officers request for transfer to Home Town or to a nearer station, subject to attaining the age of 55 years with consistent good service records (PARs) are considered sympathetically.
18. To the extent possible, while effecting job rotation, the following individual concerns may also be addressed:
 - Children Education
 - Spouse Employment
 - Serious Health problems of spouse and dependent children
 - Compassionate Transfers
 - To Divisions/ Offices nearer to Home Town / place of final settlement
 - Mutual Transfers based on requests and acceptability to both the Divisions
19. Policy of deal with Inter divisional Transfer requests on personal /Compassionate grounds is enumerated in Appendix-III.
20. In this regard, Complex Offices are requested to finalize the key Positions in each of the Divisions for succession planning and initiate necessary action for job rotation of Officers in Grade VI & below.

SNAPSHOT OF CAREER PLANNING PROFILE (JOB ROTATION & SUCCESSION)

TECHNICAL CORE DISCIPLINE



SNAPSHOT OF CAREER PLANNING PROFILE (JOB ROTATION & SUCCESSION)



Inter Divisional Transfer Requests on Personal/ Compassionate Grounds.

1. Introduction

Of late it has been observed that employees or their dependents (Parents, Wife etc.,) approach external agencies viz; Honb'le Ministers of Central Govt./ State Govt., MPs, MLAs and VIPS etc. requesting for interdivisional transfer of the employees concerned, on personal / compassionate grounds. While such actions are violative of the provisions of the CDA Rules and Standing Orders, it is also a fact that there is no mechanism as such to take notice of such requests for consideration of cases, which are genuine and stand on merit. Therefore, the need to create such a mechanism has been felt.

2. Coverage

The policy would be applicable to all the employees of the Organisation. The Personal / Compassionate Ground would cover inter-alia, the following category of cases.

- Employees superannuating within 3 succeeding calendars so as to facilitate post retirement settlement in places where HAL's Divisions / Offices are located.
- Sickness of self & direct dependents (Wife, children & parents) for which no treatment are available at the current place of posting or such sickness necessitating change of climate etc.
- Relocation to the same place of posting as that of the spouse.
- Other reasons viz, children's education etc., mutual transfers etc.

3. Authority for Job changes:

Same as the existing policy on Job Rotation

4. Procedure:

- i) An employee desirous of putting forth his application may do so by clearly indicating the category with adequate proof thereof to his HOD.
- ii) The HOD concerned, on receipt of such application would forward the same with his remarks to the P&A Head of the Division / Office.
- iii) All such applications received would be consolidated bi- annually and would be put forth before a Committee consisting of the representatives of Technical Department, Finance Department and P&A Department for in depth examination of such requests.
- iv) The Committee would give its recommendation to the Divisional Head for consideration.
- v) The Divisional Head would consider the recommended cases, if need be in consultation with the COMS (in respect of cases recommended in medical grounds) and order further action.
- vi) Thereafter, the P&A Department of the Divisions would take appropriate action.
- vii) Similar process would be followed by Complex Office / Corporate Office with regard to cases falling within their purview as per the delegated level of authorities for such Job changes.
- viii) In case of non-consideration of the cases forwarded to the other Divisions / Complex, the Division / complex concerned would forward the same to the Corporate P&A to include the same in the list of Annual Job Rotation cases for decision by Directors.