CHAPTER V

PROMOTIONS- AND TRANSFERS IN INDIAN RAILWAYS
Promotions in Indian Railways

Promotion refers to elevation from lower grade or cadre to upper grade or cadre. Promotions are an acknowledgement of past performance and future potential to shoulder higher responsibilities. Performance linked promotions can keep the employees motivated for superior performance. Promotions help the organizations to place experienced people in top positions. The promotion system in Indian Railways is explained in the following pages. As explained there are four groups of employees in railways. The posts in higher groups are recruited in two ways: direct recruitment and through promotions. In each group certain percentage of posts is reserved for direct recruitment and the remaining are given to the lower group employees on promotion following the procedure explained below.

Departmental Promotional Committee DPC procedures

The departmental promotional committee follows the procedure explained below for promotions from Group ‘B’ to Group ‘A’.

Promotion from Group ‘B’ to Group ‘A’ in Indian Railways

- For the 8 organized Group ‘A’ services (IRSE, IRSEE, IRSME, IRSSE, IRSS, IRTS, IRAS and IRPS), appointment through direct recruitment / promotion is made to the lowest rung of the cadre, viz Junior Scale (Rs 8000 - 13500).
• For the miscellaneous Group ‘A’ cadres (like Law, Hindi, Printing & Stationary, CMT, Cash & Pay, EDP etc.), appointment is made directly to Senior Scale (Rs 10000 - 15200).

• For Gr’B’ officers D.P.C is done in three stages as stated below

(a) Promotion from scale Rs.7500-12000 to scale Rs.8000-13500 on completion of 3 years or falling within 80% of sanctioned strength whichever is later. For this purpose 1\textsuperscript{st} Jan & 1\textsuperscript{st} July are the dates when this exercise is carried out. However if an officer becomes eligible earlier, he should get benefit from the date he is eligible\textsuperscript{2}. This DPC is done in zonal Railway.

(b) Promotion to Sr.Scale (Adhoc)

This exercise is also done at Zonal Railway level.

(c) Induction of Gr’B’ officers to Gr’A’ (minimum service-3yrs in Gr’B’)

This DPC is conveyed by UPSC chairman/member of UPSC with three officers nominated by ministry of Railway out of which one officer has to be from SC/ST. Till the year 2004-05 the norms adopted for distribution of vacancies in any department was as follows.

- 50% of the vacancies were allotted according to running rosters prepared on the basis of Group ’A’ cadre strength of the service on each railway.

- 50% of the vacancies were allotted with reference to length of service of the officers in Group ‘B’.

From the year 2005-06 onwards all the vacancies are allotted only with reference to length of service in group ‘B’.
Reservation of vacancies for SC and ST is made in accordance with post based roster prescribed by Zone of consideration for number of officers to be considered,

For 1 post - $2x + 1$

For 2 to 10 posts - $2x + 4$

For more than 10 posts - $1.5x + 3$ subject to minimum of 24

Where `$x$` = number of vacancies

For SC-ST the zone can extend up to 5 times the number of vacancies.

**Procedure for selection**

ACRs of all officers in the Zone and the DAR / Vigilance position in respect of these officers are collected from The Zonal Railways. A DPC proposal is thereafter sent to the UPSC in the prescribed format along with all necessary documents.

- 5 Years confidential reports are considered. For example for vacancy year 2007-08, the cutoff date for eligibility is 1.1.2007 and ACRs required are 05-06,04-05,03-04,02-03 & 01-02. ACRs are to be considered in respect of all officers and if one or more ACRs are not available, the DPC considers the ACRs of the preceding years.

- The DPC makes an independent assessment on the basis of entries in CR and is not guided merely by the final grading recorded therein.

- For promotion to Group 'A' posts from lower grades, the benchmark is 'Good'. Accordingly, the officers are graded by the DPC as 'FIT' or 'UNFIT' with reference to the prescribed benchmark.
- Officers who are graded as 'FIT', to the extent of number of vacancies are included in the Railway-wise panel in the order of their seniority. Assessment is not made in respect of the remaining officers.

- An extended panel is also given by the Commission in lieu of empanelled officers who retire during the vacancy year.

- For officers against whom Disciplinary / Criminal proceedings are pending or those who are under suspension, the findings of the DPC are kept in a Sealed Cover, action on which is taken as per instructions contained in Board’s letter. The recommendations of the DPC, after due approval of UPSC, are submitted for approval of the President (Minister for Railways) and thereafter, notifications are issued by the Ministry of Railways. The date of effect of promotion is the date of UPSC’s letter communicating the approval of the Commission to the recommendations of the DPC.

- Before issue of notifications, DAR / Vigilance position in respect of each officer is ascertained from vigilance directorate of Board's office as well as vigilance department of the zonal railway. In case the recommended officer is undergoing a penalty, promotion orders are issued only after the expiry of the penalty. While proforma promotion is given in such cases from the date of effect of the panel, monetary benefits accrue only from the date of actual promotion.

**Eligibility conditions for promotion from Group-C to Group-B post**

In terms of instructions contained in Board’s letter of even number dated 22.7.2004, Group ‘C’ employees with 03/05 year of non-fortuitous service in the grade the minimum of which is Rs.5000/- and in higher
Group ‘C’ grades (V\textsuperscript{th} CPC) are eligible for being considered for appearing in the 70% Selection / 30% LDCE for promotion to Group ‘B’ in the major departments having ‘Organized Services’\textsuperscript{5}. Consequent upon implementation of the pay scales recommended by the VI Pay Commission, instructions contained in Board’s letter of even number dated 18.11.2004 regarding eligibility conditions for promotion to 70% quota of Group ‘B’ posts of Assistant Personnel Officers have since been modified vide Board’s letter of even number dated 26.12.2008.

2. Now, consequent upon implementation of the pay scales recommended by the VI Pay Commission, the matter regarding eligibility conditions for appearing in the Selection/LDCE for promotion to Group ‘B’ posts in the major departments having ‘Organized Services’ (except Accounts Department), has been considered by the Board and it has been decided.

i. For Group ‘B’ selections (70% quota), Group ‘C’ employees working in pay Band PB-2 (Rs.9300-34,800) with Grade Pay of Rs.4200 and above with 3 years of non-fortuitous service in the grade (including non-fortuitous service rendered in the corresponding pre-revised grades) will be eligible.

ii. For Group ‘B’ selections (30% LDCE quota), Group ‘C’ employees working in pay Band PB-2 (Rs.9300-34,800) with Grade Pay of Rs.4200 and above with 5 years of non-fortuitous service in the grade (including non-fortuitous service rendered in the corresponding pre-revised grades) will be eligible.

iii. In the integrated seniority of Group ‘C’ employees eligible for Group ‘B’ selections (70% quota), employees in Pay Band PB-2 (Rs.9300-34,800) with Grade Pay of Rs. 4600 will be placed above
those in Pay Band PB-2 (Rs.9,300-34,800) with Grade Pay of Rs. 4200. In either category, the relative seniority of employees coming from different streams will be determined with reference to length of non-fortuitous service in the Scale of PB-2 + 42003.

Selections to Group ‘B’ which are already in progress may be proceeded with and finalized as per the existing principles. All fresh selections including those which have been initiated but where the written examination has not been held, should be held in accordance with the instructions contained herein. The LDCE, wherever the same is in force, is a part of the process of filling vacancies in Group ‘B’. Therefore, whatever is followed in the case of 70% Selection may also be followed in the case of corresponding LDCE.

Central Government Group-D

Employees warmly welcome the Modified Assured Career Progression Scheme which was announced in the 6th CPC:

A Government order which announced that those Group ‘D’ employees who got ACP I and ACP II after completing 24 years of service will not be taken into account for the benefit of MACP Scheme was widely appreciated by everyone. The Group ‘D’ classification was abolished and they were inducted into Group ‘C’ employees. The minimum qualification was SSLC and they were given training and fixed Rs.1800 as Grade Pay. The guidelines say that the ACP and promotion which was given before Rs.1800 as Grade Pay will not be counted for the MACP. A Group ‘D’ employee who completes 30 years of service will get Rs.1900 – 2000 – 2400 as Grade Pay, whereas who got promotion from Group ‘D’ to Group ‘C’ were given Rs.2400 – 2800 as Grade Pay.
Employees who completed 30 years of service were given Rs.4200 and Rs.4600 as Grade Pay. This was gladly welcomed by all.

A career with the IRTS begins with 3 years of probationary training. The training is carried out for 2 years at Lal Bahadur Shastri Academy of Administration in Mussourie, zone training centres and incorporates on the job training. The final year of the training period is a regular appointment posting. On completion of this tenure and passing the departmental examinations the officers get a confirmed position. This is either as Assistant Commercial Superintendent (ACS) or Assistant Operations Superintendent (AOS) at the Divisional Headquarters. After 4 years of service, they are promoted to the position of Divisional Commercial Managers and Divisional Operations Managers.

The next promotion is again at the divisional level as Senior Divisional Commercial/Operations Managers. From here, they take charge at the Zonal level as Deputy Chief Managers (Commercial/Operations). The senior most position at the Zonal level is that of Chief Managers (Commercial/Operations). In the Railway board, there is an appointment of Member (Traffic) which is filled by a senior official from this branch.

**Indian Railway Accounts Service (IRAS)**

As the name suggests this branch of the Railways deals with the accounting and finance operations of the Indian Railways. Working in this branch would entail dealing with financial transactions and hence a thorough knowledge of accounting procedures and related practices would prove an asset for officers who opt for this branch of the Indian Railways.
Appointed officers of the IRAS begin their careers with two years of probationary service. This is a training phase, during which they receive training at Railway Staff College, Vadodara and National Institute of Financial Management. On completion of training and qualifying the required examinations, they are inducted at the Divisional Headquarters as Assistant Accounts Officers. The subsequent promotions are as Divisional Accounts Officers and then as Senior Divisional Accounts Officers. At the zoned level, they move up as Chief Accounts Officers/Financial Advisors. The senior most position is of Member (Finance) in the Railway Board.

Indian Railway Personnel Service (IRPS)

As the name indicates, officers in this division handle all matters relating to recruitment, promotions, Training and even staff welfare, staff welfare activities, transfers, informing the finance department about the increments due to individuals, disciplinary actions and so on.

The officers of the personnel department also undergo a 3 year probationary period. Following confirmation, they go through the promotional ladder very much like the officers in other Railway cadres.

Railway Protection Service/Railway Protection Force

This branch of the Indian Railway Services operates as other Paramilitary forces. They are responsible for the maintenance of law and order on trains and on premises owned and used by the Indian Railways.

On recruitment as a RPF officer you will undergo training for 3 year at Baroda, Lucknow and Police training establishments. On
successful completion of the training period you will then be appointed as Assistant Security Officers at the Divisional Level. The next promotion as Divisional Security Officer is due after 5 years of service and then as Senior Divisional Security Officer. At the zonal level, you are appointment as Deputy Inspector General and later as Inspector General. The senior most position in RPF is the appointment as Director General, who is a member of the Railway Board.

**Railway Engineering Services**

This is the technical side of the Indian Railways and is engaged in activities like installation, maintenance, construction and planning of railway tracks, bridges and buildings.

**Indian Railway Service of Engineers (IRSE)**

Officers of this branch comprise the Civil Engineers of the Indian Railways. They plan the track routes; construct railway stations, bridges, tunnels and housing colonies. Officers of this branch also work on projects undertaken in India or abroad under the consultancy organizations of the Railways (Rail India Technical and Economic Services Ltd - RITES and IRCON).

On recruitment, the officers go through 3 years of probation, very much like the officers inducted into IRTS, IRAS, IRPS, and RPF. The training period is divided into eight weeks of foundation course and six weeks of induction course at the Railway Staff College at Vadodara.

Technical training is imparted at the Indian Railway Institute of Civil Engineering (IRICEN) in Pune. The third year of probation is a virtual posting for on-the-job training. The recruited officer is given training in maintaining the railway segment under his charge. On
confirmation, the officer is posted as Assistant Engineer in a Division. The next promotion is after two years to the post of Divisional Engineer and then to the post of Senior Divisional Engineer takes in another 5-6 years. Promotion to Zonal level comes next.

**Indian Railway Service of Mechanical Engineers (IRSME)**

These Mechanical engineers maintain Diesel Locomotives and rolling stock of the railways. They ensure that the locomotives, wagons and carriages are in proper order for day to day running. They look after the periodic overhauling of the engines, carry out maintenance and repair of engines, wagons and carriages. In the case of an accident they are required to be present at the site to advise and supervise the recovery and removal of the damaged locomotives, carriages and wagons. Mechanical Engineers recruitment are of two types. Graduate engineers are recruited through the Combined Engineering Services Examination and school leavers through the Special Class Railway Apprentices examination, both exams being conducted by the UPSC.

The Graduate Mechanical Engineers on recruitment go through 3 years of probation. The training during the probationary period is given at the Railway Staff College at Vadodara and Indian Railway Institute of Mechanical and Electrical Engineers (IRIMEE) at Jamalpur in Bihar. The Special Class Railway Apprentices get four years of training. The training period is divided into 6 month periods of hands on workshop training followed by 6 months of training at IRIMEE. Apprentices have to clear examinations every year for moving ahead with the training. On completion they are appointed as Assistant Mechanical Engineers in a division. Future promotions are the same as in other branches.
Indian Railway Service of Signal Engineers (IRSSE)

They look after the functioning of this very massive network and technical expertise and updating of technology for ensuring efficient functioning.

Engineers in this branch after recruitment are put on probation cum training at Railway Staff College at Vadodara and at the Railway Institute of Signal Telecommunication (IRISET) at Secunderabad. On successfully completing the probation they are trained at the Railway Staff College at Vadodara and at the Railway Institute of Signal and Telecommunication (IRISET) at Secunderabad. On successfully completing the probation they are posted as Assistant Signal and Telecommunication Engineers. Further promotions are very much the same as for other branches. The engineers form this branch are constantly updated on the latest technology through in-house training as well as sent on courses for learning the latest technological advancements to institutes of technology.

Indian Railway Service of Electrical Engineers (IRSEE)

Railways have an Electrification Headquarters at Allahbad for ongoing planning and coordination of developmental activities for electrification. Electrical engineers are responsible for carrying on the work taken up as part of the electrification projects as well as the maintenance and repair of Electrical Locomotives and coaches. They are responsible for power distribution networks, power generation, and electrical distribution systems and for monitoring continuity of supply.

The electrical engineers on recruitment are on probation during which they receive training at the Railway Staff College in Vadodara and Railway Institute of Electrical Engineering at (IRIEEN) at Nasik. On
whether it is happening the respondents scored 1.27 as weighted average in the table 5.1. It is below small extent level. It explains that the promotions are not based on the performance of the job. Hence, it is suggested that promotions should be based on the performance on the job. Because the employees who perform well should be encouraged and given promotion. This should be given more preference in order to motivate the employees.

Table 5.1 - Employee Attitude on Promotions

<table>
<thead>
<tr>
<th>S. No</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
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<tbody>
<tr>
<td>1.</td>
<td>Promotions are in accordance with the performance of the job</td>
<td>1.27 (0.529)</td>
</tr>
<tr>
<td>2.</td>
<td>High performing employees should be given fast track promotions.</td>
<td>3.42 (0.516)</td>
</tr>
<tr>
<td>3.</td>
<td>Employee potential is properly evaluated to give promotion</td>
<td>1.70 (0.482)</td>
</tr>
<tr>
<td>4.</td>
<td>Promotion policy is effective in encouraging career progression of employees</td>
<td>3.77 (0.584)</td>
</tr>
<tr>
<td>5.</td>
<td>Promotions provide opportunities to work in challenging assignments.</td>
<td>2.57 (0.590)</td>
</tr>
<tr>
<td>6.</td>
<td>Present system of promotion policy is satisfied or not.</td>
<td>1.73 (0.777)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parameters are standard deviation

In Indian Railways high performing employees should be given fast track promotions. In the service industry the employees who perform well should be recognized and motivated by giving promotion to higher positions. When asked the employee about it, they rated with a weighted
average of 3.42. It means that the employees rated above moderate level. The employee opined that based on high performance fast track promotion should be given. Hence, it is suggested that high performance employees should be recognized for promotion along with experience on the job.

The promotions given to employees in Indian Railways are mainly based on the employee potential. Mainly in the service industry the promotions are based on the evaluation of the potentiality of employees' strength and knowledge. The respondents rated 1.70 as the weighted average which is less than to small extent. This shows that the evaluation of employees' potential is not given much importance for the promotion activities. It implies that only experience is taken for consideration. Hence, it is suggested that promotions should be given employees to encourage the employees based on evaluation of their skills and achievements apart from experience. If only experience is taken the employees with the employees with the high potential will so far and are demotivated.

The promotion policy should be effective in encouraging career progression of employees. This explains that promotion policy plays a vital role for the employees in their career development. The weighted average given for whether it is effective in encouraging career is 3.77 which is more than moderate level. It reveals that promotion policy is effective in encouraging career progression of employees in Indian Railways.

Promotions to higher position should provide opportunities to work in challenging assignments. Generally in the service industry the
promotion provides opportunities to work in challenging assignments. To test this question is posed whether promotions provide opportunities to work in challenging assignments. The respondents scored the weighted average rate of 2.57. It is less than moderate extent. It explains that the promotions provide less opportunity to work in challenging assignments. Hence it is suggested that promotion should provide interest in employees and should provide opportunities to work in challenging areas. This results in development of the Indian Railways. This should be done to employees to make aware of the organizations goals and strategies.

In Indian Railways whether the promotion policy is satisfactory or not to the employees is asked. The employees gave weighted average of 1.73. It is less than the small extent. It reveals that employees are not satisfied with showing interest in promotion policy in Indian Railways. Hence it s suggested that the present system of promotion policy should be changed to develop the employees activities and motivate them to work in different challenging areas. The promotion policy should be encouraging and provide challenging task to the employee after getting higher position. In such a way the promotion policy should be made.

Transfers

A transfer is a change in job assignment. It may involve a promotion or demotion, or no change at all in responsibility and status. It is a change in assignment in which the employee moves to another job approximately the same level of responsibility, demanding the same skill and at about the same level of pay.

Transfer is to be distinguished from promotion and demotion which imply an ascending or descending Change respectively in the
hierarchy of positions. A transfer may be either temporary or permanent, depending upon the need, and may occur within a department, between departments and divisions, or between plants or officers within a company/organization. Many a times, Transfers are used to fill a vacancy or shift employees who are not giving their best to the company. At the same time, in many cases promotions come with transfers.

**Conditions generate transfer situations**

An individual employee may request a transfer in seeking his or her preference benefits. Organizations may initiate transfers as a requirement for more effective operations, or as a solution to human relations problems. It is to be appreciated that transfers are made for a number of reasons and are initiated by either the supervisor or the subordinate. If transfers are left entirely to the discretion of supervisors or the subordinate or employees, a number of problems are likely to occur, such as favoritism or victimization. For example, a few employees would get transfers as and when they want, while the request of many others would be turned down. On the other hand, some may get transferred repeatedly, causing them great inconvenience. Supervisors may transfer their subordinates arbitrarily. Some employees, for various reasons, may ask for transfers repeatedly. Some departments may get the reputation of being easy to transfer from, whereas others may be regarded as exactly the opposite and so on.

The absence of well-formulated transfer policy will undoubtedly breed a 'state of uncertainty among the employees. In case where a union exists to protect the workers there may be an increase in the number
of grievances and a continuous turmoil and conflict will exist between the employees and the firm.

To avoid these problems which would cause considerable inconvenience and disruption in an organization, it is imperative that the personnel department should evolve a transfer policy. Only a systematic policy can ensure a reasonable consistency of treatment throughout the organization.

A transfer policy should consist of the following elements:

1) A clear delineation of the conditions and "circumstances" under which an employee can be transferred, i.e., what types of transfers (such as those discussed above) would the organization permit, both in terms of the organization's technology and job-relatedness, and from an individual's point of view.

2) The credibility of both jobs and individuals needs to be examined in terms of job Descriptions, interdepartmental divisions and plants, and between streams of Specialization either on the job or individual background and training.

3) The third aspect is a consideration on the basis for transfer; should not be on the basis of seniority and merit test - especially if it is a production job - or should it be on the basis of seniority alone, assuming minimum ability to handle the job.

4) Finally, in the pay scales and exact wage and perquisites that the transferee would receive in the transferred job, if there is any difference it should be specified. The personnel department should be the monitoring unit facilitating line personnel to redeploy manpower depending on the
exigencies of work-situation, or helping employees on compassionate grounds, within the framework of the transfer policy. Thus, transfer policy will help effective employee redeployment and protect, to some extent at least, employees from arbitrary transfers.

Transfer, Promotion and Reward Policies is one of the important intended consequences of job reassignment. Position reassignments have motivational force and an impact on employee attitudes. Transfer policy in an organization is very important as transfers can affect the employee's attitude towards work, either positively or negatively.

**Types of Transfer**

Transfer is a change in job assignment. One might be transferred from one job department to another or from one city to another city. The transfers in an organization can be categorized as:

**Personal Transfer**

Personal Transfers are those occasioned by desires of the employee and are primarily on individual's interest.

The reasons for such requests could be to:

1) To correct erroneous placement,

2) Relieve the monotony of a job, acquire better working conditions or join Friends/spouse/family,

3) provide an outlet from blind alley jobs,

4) Avoid interpersonal conflicts,
5) Consider the interests of age health, education of children, housing difficulties and to 

6) Join immobile dependents,

7) Avail of training elsewhere to facilitate later advancement or promotion,

8) Seek financial gains like high frequency or overtime payments, or the feeling that opportunities for advancement are better in another department. In such cases there is a need for some probing because if it is found that a number of employees want a transfer from a unit, the real issue may be a difficult supervisor, a promotion or some other ulterior motive. In such cases simple transfers would not solve the problem and other measures such as counseling might have to be taken.

Organization Initiated Transfer

A company may initiate transfers for the following reasons:

1) The need for temporary adjustments for the convenience or benefit of the organization or the employee, such as leave replacement or very short assignments.

2) To meet emergencies or changes in operations, to deal with fluctuations in work requirements necessitated either by volume of output or separations.

3) To make use of the increasing versatility and competence of key employees.
4) Where there is more than one shift and shift assignments are not rotating, transfers are also made from one shift to another on the same type of work.

5) To manage new responsibilities, etc. The nature of transfer should be taken into account while determining the type of transfer, keeping in view the purpose for which it is made. One major type, the a times, as higher level manager moves on, he or she gets the personnel under him or her transferred along to the new position. They are, transferred along as every higher level manager usually forms a team consisting of personnel working under him or her and prefers to work with the team in new environment to get a good result and also the personnel know the working manner and pattern of the manager which makes working easier in the new position also.

**Transfers in Indian Railways**

(1) A Railway servant shall be employed throughout, his service on the railway or the railway establishment to which he is posted on first appointment and shall have no claim as of right for transfer to another railway or railway establishment. In exigencies of service, however, it shall be open to the President to transfer a railway servant to any other department of railway or railway establishment including a project or out of India. In regard to non-gazetted of service may be respect of transfer within India in exigencies of service may be exercised by the General Manager or by a lower authority to which this power has been redelegated.

(2) (A) A competent authority may transfer a railway servant from one post to another, provided that, except (a) on account of inefficiency
or misbehavior, or (b) on his own request, a railway servant shall not be transferred substantively to or, except in case of dual charge, appoint or officiate in a post carrying less pay than the pay of the permanent post in which he holds a lien, or would have held a lien has his lien not been suspended. Nothing contained in this rule shall operate to prevent the retransfer of a railway servant to the post on which he would hold lien, had it not been suspended.\(^7\) (227RI).

(2) (B) A person employed in one departmental shall not be eligible for employment in another except with previous consent of the head of the department in which he is employed. DRM may, however, transfer Group ‘D’ employees (peons, gangmen, Khalasi, unskilled and semi-skilled etc) from one department to another or from one division to another (23IRI). In case of medical decategorization of any employee he may be absorbed in any suitable alternative post either in the same department or other by the competent authority. (304IRI). An employee may however be transferred on promotion to a General post in any other department or to ex-cadre post elsewhere provided such promotion or transfer is covered under the rules applicable to the category to which he belongs.

2) (c) Exceptions

(i) Change of category to Ticket collector on request should not be allowed especially by reversion from higher grade to lower grade, except at the personal direction of General Managers, which is to be exercised in rare and exceptional circumstances.\(^8\)

(ii) Change of category from Safaiwalas will not be entertained for five years from the dates of their appointment. However, this restriction should not be construed to stop movement of Safaiwales to other
categories as per the specific provision of IREM, 1989 vide para 179 (XV) A thereof or the AVCs as may be laid down by the Railways for their advancement.9

(3). Transfer on average of retirement: It has been decided in N. Rly, that transfer of staff from one station to another in the same grade should not, as matter of principle, be made within two years of the date of superannuation.10

(3) (a). Periodical Transfers: Railway employees holding sensitive posts1 and who frequently come into contact with public and/or contractors should be transferred every four years. Where it is not possible to transfer such staff to different station it should at least be ensured that they are shifted to a different section in the same station. Periodical transfer in respect of SMs/ASMs posted at way side stations and involved in train passing duties and not bring any commercial duties may be exempted from the purview of periodical transfers.11

Commercial staff and others should be ordered on a selective basis based on complaints or general reputation of such staff as available on received of the administration. Ticket checking staff detected to be indulging in malpractices should be sent on inter-divisional transfer, as a matter of policy. Such Ticket checking staff may, however, be transferred to an adjoining division in the same railway or to a division of some other railway adjoining the railway, if the employee concerned makes a request to that effect. (General Managers may review the cases of inter-divisional transfers of Ticket checking staff ordered on suspicion of malpractices if after proper enquiry, such staff are fully exonerated. The review will be done by G.M. personally. But in cases where the transfer
was ordered at the instance of the Railway Board, a reference to the Board will be necessary).

The existing policy of Inter-divisional /Inter – railway transfers of ticket checking staff detected to be indulging in malpractices shall continue. Other staff in mass contact areas detected to be indulging in malpractices should also be transferred on inter-divisional basis.

(b) The above principle should be also governed shifting of staff working in sensitive jobs in the Pay Bill sections, Stores offices and Accounts office. A system of rotational shifting of clerks from desk to desk in such officers will meet the requirement.

(c) It has lately been decided that the above principle of periodical transfers should be followed in respect of sensitive posts in all departments including the Medical Department. Posts concerned with accountal, issue and handling of fuel in Divisions & Loco/Diesel sheds etc. should be treated as sensitive posts.

(d) Periodical transfers in Fire Service may be done after 7 years.

(1) An employee due to retire within a period of 2 years should be normally excluded from the purview of orders regarding periodical transfers.

(2) Periodical transfer of Railway Employees holding sensitive posts on Railways: The Staff Side demanded that periodical transfer should not be resorted to during academic session of children of the staff being transferred. In the light of discussion, it has been reiterated that while ensuring compliance and the fundamental objective of the scheme of periodical transfers, the academic session of the children of the
employee being transferred may also be kept in view within the ambit of the guidelines contained in Board’s letter referred to above.\textsuperscript{16}

(4) Transfers on retrenchment in case of curtailment of cadre: Whenever staffs are required to be rendered surplus, the order of seniority should be the criterion for deciding the employees who are to be rendered surplus. This rule will not, however, apply to SC/STs.\textsuperscript{17}

In case where staffs are required to be transferred enmasse due to closure of an establishment, the recognized labour unions should be taken into confidence.\textsuperscript{18}

(5) Inter-railway transfers: (i) Gazetted officers particularly in administrative rank may be transferred to other Railways in the interest of administration. (The officers who are under orders of transfer from one railway to another can be granted leave only with the approval of the Railway Board. On joining at the new post in another Railway the officer may be granted leave by the railway under normal rules.\textsuperscript{19} The authority delegated with the powers to order for inter – Railway transfers of Administrative Officers is an under\textsuperscript{20}

a. Power to Inter-Rly. Transfers/posting Board or Addl. Of Rly. Officer’s upto JA/Selection Grade. Member nominated as Cadre Controlling Officer.

b. Power for Inter-Rly transfers/ postings of Board of Functional Officers of IRMS upto SAG level. Member or DG/RHS

c. Power for Inter-Rly transfers/Postings of Board or Functional Officers of SAG level (except DRMs) Member

(ii). In case of non-gazetted staff, generally transfer from one railway to another is made on employee’s request if agreed to by the two

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administrations concerned. Such requests on grounds of special cases of hardship may be considered favourably by railway administrations.\textsuperscript{21}

(The seniority of the staff concerned will be fixed as per extant orders as appearing under the subject ‘Seniority’).

**Inter Railway Transfer Cases – Stremling**

Attention is invited to the condition as laid down in Board’s letter under reference regarding completion of minimum 5 (five) Years service (including training period) for considering the inter-Railway request transfers in respect of non-gazetted employees working on Zonal Railways/Production Units.

The matter has been reviewed and Board has decided that –

(a) This minimum service condition will not be applied in case of mutual transfers, request transfers of compassionate appointees, and in those cases where transfer is sought on the ground of employees spouse working in Central/State Government;

(b) In case of Group, ‘D’ employees, the minimum service condition stands reduced from 5 (five) to 3 (three) years.

(c) On the lines of putting up inter-division and intra-division transfer requests on Railnet as already instructed vide Board’s letter reference. Zonal Railways/PUs should also upload registered inter-Railway transfer requests on Railnet.

The instructions contained in Board’s letter no. E (NG)I-2001/TR/16 dt.21\textsuperscript{st} November, 2001 regarding prevention of fraudulent transfers should be scrupulously followed as earlier.\textsuperscript{22}
(iii). Inter Zonal request transfer on bottom seniority - As per extant procedure request transfer from one Railway/Division/Unit to another Railway/Division/Unit are considered in recruitment grades on bottom seniority subject to the condition that the employee seeking transfer fulfills the condition of qualification for recruitment to the posts in the grade to which transfer is sought.

On being brought to the notice of the Ministry of Railways, the matter of inter Zonal request transfers being withheld on account of existence of vacancies, it has been decided not to withhold requests for transfer on this account because such type of requests are made by the Railway servants on grounds of special cases of hardship. If, vacancies, a time bound programme should be chalked out to fill up the vacancies by direct recruitment or promotion.23

(iv) Inter-Railway and Intra-Railway transfers on mutual exchange

As per Board’s letter of even number dated 21.4.06 requests for backtracking from the orders issued for transfer on mutual exchange basis, should not be entertained under any circumstances and strict adherence of the orders issued, is required to be ensured. Instances have come to notice that requests for backtracking have been considered by Railways. These have been viewed seriously by the Railway Board. Railways are requested to ensure strict compliance of the extant instructions.24

(6)(iii) (a) Transfer to a station where employee’s spouse is working – Requests for transfer to a station where an employee’s spouse is working may be considered sympathetically, as far as possible, having regard to the administrative convenience and the merits of each case.25
Posting of husband and wife at the same station

Pursuant to acceptance by the Govt of the similar recommendation of the 5th CPC, it is reiterated that the Railway Administration etc., should strictly adhere to the instructions while deciding on the request for posting of husband and wife at the same station (in respect of Group ‘C’ and Group ‘D’) and should ensure that such posting is invariably done, especially, till the children are 10 years of age as recommended, if posts at the appropriate level exist in the organization at the same station and if no administrative problems are expected to arise as a consequence. The Railway Board has also decided to lay down guidelines to enable the cadre controlling authorities to consider the requests from the spouses for posting at the same station.26

Detailed instructions regarding posting of husband and wife at the same station, issued pursuant to recommendations of Fifth Central Pay Commission. The register may be maintained at each Divisional and Zonal Headquarters of the Railways for registering requests for transfers from railway servants for posting at the place of posting of their spouses, which may be reviewed from time to time.

The Ministry of Railway’s above directives to keep husband and wife at the same station are not being followed in the Railways at the Divisional/Zonal Headquarters. It is therefore, desired that extant instructing on the subject as-referred to in the preceding Para may be followed scrupulously.27

The need to make concerted efforts to increase representation of women in Central Government jobs, these guidelines have been reviewed to see whether the instruction could be made mandatory. It has been
decided vide Dept. of Personnel & Training’s O.M. No. 28034/9/2009-Estt (A) dated 30.09.2009 that when both spouses are in the same Central Service or working in same Dept. and if posts are available they may mandatorily be posted at the same station.

The guidance as framed by DOP&T in view of the 6th CPC, have been examined in the Railway Ministry and it has been decided to adopt these with certain modifications. Accordingly provision of guidelines issued under Boards letters dated 5.11.97 ibid has been modified as under.

a. Where both the spouses are railway employees and belong to the same seniority units – The husband & wife, if working in the same Department and if the required level of post is available, should invariably be posted together in order to enable them to lead a normal family life and look after the welfare of their children especially till the children attain 18 years of age. This will not apply on appointment under the Central Staffing Scheme. Where only wife is a Government servant, the above concession shall be applicable to the Govt, servant. Hence, both the railway servants may be posted at the same station/place ensuring that one of them does not work as subordinate to the other.

b. Where both the spouses are railway servants but belong to the different seniority units – Efforts may be made to post both the railway servants at the station where a posts at a appropriate level exist in the respective seniority units failing which requests for change of the category may be considered sympathetically keeping in view all other relevant rules in the matter.
c. where one of the spouses is a railway servant and the other belongs to All India Service or another Central service – The Railway servant should be posted at station / place in the Railway /Division/PU in whose territorial jurisdiction the place/state of posting of his/her spouse falls or as close to it as possible if there is no Railway organization /post at the place/state of posting of the spouse.

d. Where one of the spouses is a railway servant and the other belongs to a State service – The Railway servant should be posted at station / Place in the Railway /Division/PU in whose territorial jurisdiction the place /state of posting of his/her spouses falls if it is not possible, if a request from the railway servant to the Controlling Authority of the spouses for his/her posting at the place of posting of the railway servant is received the same may be forwarded to the concerned authority for sympathetic consideration.

e. Where one of the spouses is a railway servant (all India service) and the other is working in a central /state/Public sector Undertaking/Autonomous Body/Private Sector.

The railway servant may apply to the controlling Authority for a posting at the place of posting of his/her spouse which may be considered favorably by the competent authority. If no post is available for posting of the railway servant at the place of posting of the spouse he/she may be posted to a place closer to the place of posting of the spouse. If this also is not possible application from the railway servant for posting of the spouse who is working in the Central/State/ Public sector Undertaking may be forwarded to the controlling authority of the spouse of his/her posting at or near the place of railway servant.
4. Complaints are sometimes received that even if posts are available in the station of posting of the spouse; the administrative authorities do not accommodate the employees citing administrative reasons. In all such cases, the cadre controlling authority should serve to post the employee at the station of spouse and in case of inability to do so, specific reasons, therefore may be communicated to the employee.

Although, normal channels of representations/complaints redressal mechanism exists, added safeguards to prevent non-compliance may be provided by ensuring that the complaints against non-adherence to the instructions are decided by authorities at least one level above the authorities which took the original decision when they are below the SAG level/Head of PUs. All such representations should be considered and disposed off in a time bound manner.

While all out efforts may be made to post the husband and wife at the same station, instructions issued by the Board from time to time in regard to request transfer/change of category should be followed in all such cases. A separate register may be maintained at each Divisional and Zonal headquarters of the Railways for registering requests for transfers from railway servants for posting at the place of posting of their spouses, which may be reviewed from time by competent authority.  

(6) (b) Transfer on request or transfer on mutual exchange – See seniority Rules.

(7). Transfer of Catering service to IRCTC along with staff – Group ‘C’ and ‘D’ staff working in various catering/vending units of the Railways will stand enmasse along with their posts to IRCTC. The staff will stand transferred to IRCTC on deemed deputation with option to
revert back to the Railways or to seek absorption in IRCTC within a period of three years.

As per Board’s letter no. E(NG)I – 2003/PM3/5 of 2.4.2004 it was clarified that catering staff on their transfer to IRCTC on deemed deputation basis are also required to be extended the benefit of promotion in normal course by IRCTC.

IRCTC express difficulties in conducting selections, as even while the catering activities of some divisions on the Railways have been transferred to IRCTC, service records, superiority lists etc. are still with the Railways and not all units have been transferred to IRCTC.

After consideration in this connection Board have decided that selection/suitability tests for promotion of catering staff whether still working with the Railways or transferred to IRCTC on deputation/deemed deputation basis may continue to be conducted by Zonal Railways till the date of their absorption in IRCTC.  

As regards Disciplinary action IRCTC should take disciplinary action against Railway servants who are on deemed deputation to IRCTC even in respect of offences committed by them during their service on the Railways. IRCTC should therefore, take further action in accordance with Rule 15 of RS (D&A) Rules. In case no charge sheet has yet been issued, the same may be issued by the appropriate authority in IRCTC.

(8). The lien of a permanent staff transferred to another railway will be retained by the transferring railway till he is finally absorbed on the other.
(9). Transfer of Trade Union Officials – (1) A Competent authority may transfer a railway servant from one post to another. Such cases of transfers may arise either – (i) in the interest of administration on special considerations, or (ii) to comply with statutory obligations under H.O.E.R. or (iii) on promotions, or (iv) on being decl(2) When it is proposed to transfer an employee who happens to be an office bearer of a recognized Trade Union from one station to another vide (i) above, sufficient notice of the proposal for the transfer should be given to the Union concerned to enable the Union either to arrange for the work of the Union concerned to be taken charge of or to bring to the notice of DRM, Workshop-in-charge, District Officers etc., and if necessary, later to the General Manager, any objection that they may have to urge against the proposed transfer. If the authority at the Divl. /Workshop level does not agree to the views of the Union, this case will be referred by DRM/Workshop-in-charge to the Head Office (together with the points of disagreement) for the decision of the General Manager. On receipt of such a reference for Divisional/Workshop authority the General Manager would consider the case and his decision in the matter will be final.

(As decided in Eastern Railway under letter no. E1160/Dup dated 6.7.70, the central organization of the Union concerned should be advised as and when the proposal for transfer of a Trade Union official is forwarded to the Head Office so that they may also represent their case before a final decision is taken). On the receipt of such a reference from Divl. /Workshop authority the General Manager would consider the question and his decision will be final. In cases of usual periodical transfer where it is decided after consideration of the appeal by DRM not to cancel the transfer, the transfer may be allowed to spend till the next election of the Union office bearers, subject to a maximum of one year.
(3) Even in case of Transfer of a Trade Union official within the same station when such transfer is from one administrative jurisdiction to another (for example, Workshop establishment to a Loco shed) the usual procedure as above is required to be followed.

(4) In cases arising under item (ii) above, the transfer can conveniently be planned to comply with the procedure laid down vide sub-Para (2) above. On promotion, the Union may only be advised of the proposed transfer and it is not necessary to spend the same unless the employee wishes to refuse the promotion. A senior employee need not be transferred in preference to the one promoted in order to accommodate a Trade Union Office bearer on promotion at that station itself (unless the course of action is otherwise feasible). The transfer of an employee to another place on being rendered surplus at a particular station should also be treated in the same way.

(5) In case of transfer at one's own request there is no need to follow the procedure laid down as above and it is for the employee to satisfy the Union to which he belongs as far as his movement from a particular station is concerned.

(6) In the following types of cases, an advice regarding transfer has only to be sent to the Union concerned and it is not necessary to give any notice for this purpose-

(i) When it is necessary to transfer a Trade Union official because of being involved in a Special Police Establishment case. (Any representation that the Union may make may be considered but it is not necessary to keep the transfer in abeyance for this purpose).

(ii) In case of transfer of Trade Union official from the section/department to another in the same office.
(iii) If transfer of an employee who is an office bearer of a recognized union is considered necessary by SPE/Vigilance organization of the railway, papers should be seen by GM personally before the transfer is decided. The Trade Union is to be advised and it is not necessary to give any notice for the purpose. In cases where the Civil or Police authorities recommend transfer of a railway employee on the ground that he is indulging in undesirable activities and thereby effecting efficient functioning of the Railway, there is no objection to deviations from the normal procedure.

In case of other staff in similar circumstances, cases of genuine grievance may be heard by DRM in respect of divisionally controlled staff and by CPO/Addl. CPO in respect of Hd. Qrs. Controlled staff before a final decision to effect the transfer is taken.

(12) Benefits admissible to a railway servant to over-come the difficulties in connection with the education of his/her child/children in case of his/her transfer from the station to another.

(i) A railway servant (without an pay limit) shall be eligible to the grant of a ‘Hotel Subsidy’ at the rate of Rs.300/- per child per month if because of his transfer he is obliged to keep his/her child/children in the hostel of a residential school away from the station at which he is posted and/or is residing subject to the fulfillment of the conditions as stated below. In case of a railway servant who is posted in N.E. Region, he will be eligible to the hostel subsidy as above if he puts his/her child/children in hostels at the last station of posting or any other station without other restrictions.
(ii) However, if the date of admission of the Hostel is earlier than the date of transfer, the hostel subsidy may be made from the effective date of transfer.

(iii) The hostel subsidy shall be payable up to 10 plus 2 stages in States and Union Territories, where the pattern of 10 plus 2 plus 3 has been adopted and up to Higher Secondary irrespective of the fact that the children study in a Kendriya Vidyalaya or any other recognized school.

For admissibility of hostel subsidy the age of a child should not be less than 5 and more than 20 years and the assistance shall be available up to 3 children and shall be restricted up to two children born thereafter. The hostel subsidy shall not be admissible in respect of a child for whom children’s educational allowance is drawn by a railway servant. Moreover, where a railway servant claims children’s educational allowance in respect of some of his children and hostel subsidy in respect of other children, the total number of children in respect of whom the allowance or subsidy is drawn shall not exceed two.

(iv) In case where both wife and husband are railway servants and are governed by provisions of the orders stated herein, the hostel subsidy shall be admissible to one of them only and in case the wife or husband being employed outside the Railways, the railway servant shall be admissible for the subsidy only if his or her spouse is not entitled to the reimbursement of subsidy from his/her employer another post in railway service or in another or department under the Govt. of India or under a State Govt. shall not ordinarily be refused unless the head of the office or department in which he is employed considers that the grant of permissions would not be consistent with the interests of the public service. (244RI).
Serving non-gazetted employees may be permitted to apply for technical or non-technical posts on the same or other Railway as well as for posts advertised by U.P.S.C. or otherwise and these may be forwarded direct by Railway administration. Railway servants/apprentices who are trained in full or part at the public expenses for technical categories and are bound by agreement to serve for specified period securing appointments in non-technical post will have to refund the cost of such training. Those who secure similar or higher technical posts irrespective of the category of such technical posts on the same or other railway, recovery of the cost of training need not be insisted upon. They should not also be required to refund the cost of training even if they secure non-technical posts provided the same are open only to railway employees for whom they are eligible for consideration.31

Retention of Lie – The lien of a permanent Railway servant appointed under another Central/State Government or office may be retained on the Railway for a period of two years (three years in exceptional cases). If he is not permanently absorbed within this period in the new post, he should immediately on expiry of the said period, in the new post, he should immediately on expiry of the said period, either resign from the Railway service or revert to his parent office. Applications should be forwarded only if an undertaking to abide by these conditions is given by the staff concerned.32 There may be two types of cases – (i) Retrenched staff securing employment either with or without interruption and (ii) those of the staff who while holding temporary posts apply for posts under State/Central Govt. through proper channel. They will get the benefit of pension for their service in the State Govt./Central Govt., as the case may be. Ref: Ministry of Home Affairs.
The above orders will not apply to States of Nagaland and Jammu & Kashmir.

**Applications for Intermediate grades** – Group ‘C’ and Group ‘D’ employees may also be freely permitted to apply for posts in intermediate grades.\(^{34}\)

**Some more rules regarding transfer (in brief)**

1. The facilities for medical care and education of children with hearing impairment or multiple disability may not be available at all stations, such request from the parents of a child suffering from hearing impairment or multiple disability, may as far as possible, be considered sympathetically, where, however, this may not be possible, efforts may be to accommodate such a railway employee in the same state to the extent possible.\(^{35}\)

2. Gangmen in regular employment may be transferred to the Mechanical Engg. And Transportation (power) Deptt. Traffic and Commercial Deptt. and to the works side of Engineering Deptt. Such transfers should not, however exceed 10% of the annual intake of Gangmen nor 10% of annual intaken in the relevant recruitment categories of each of these Departments to which Gangmen are transferred. Khalasis of Stores Deptt. and safaiwalas of all departments may likewise be transferred to the Mechanical workshops, but will be reckoned against the same 10% annual quota of vacancies in the workshops as in open for absorption of Gangmen. The railway servants concerned should be suitable n all respects.\(^{36}\)

3. Requests for transfer of sports persons recruited against sports quota from one Railway/Unit/Division to another Railway/nifty/Division may be considered only if the sportsperson has completed 10 years
service and he/she is no longer active in sports. Requests for inter divisional/inter unit transfer within the same railway will be decided by DRM/Heat of unit/PHODs and Inter-railway transfers will be considered at the level of GM and referred to Railway Sports Promotion Boards for prior approval.

Exceptions to the above rule can be made if the spouse of the sportsperson is also an employee of Central/State Govt/PSU and the sportsperson requests for transfer to the place to posting of the spouse; or he/she has been affected with a serious physical/mental ailment rendering him/her unfit for competitive sports and he/she desires to be transferred to another place where better treatment facilities for the ailment are available; or when a sports person requests for transfer on mutual basis from one Zone/Division/Unit to another, provided both of such employees are sportspersons.

4. Principles to be observed for transfer of officers.

All postings against gazetted posts in the Railway should be governed by tenure of 4 years and accordingly no officer will remain in the same post beyond that period. The tenure of posting of officers in the Railway Board is adhered to strictly. If a particular incumbent approval of the Railway Board for continued retention of the officer at the post should invariably be obtained.37

Tenure Allowance to officers of Organized Group ‘A’ Railway Service posted as Deputy Directors, Joint Directors, Directors and Group ‘B; officers when posted against senior scale post in RDSO.-

Consequent upon the decision taken by the Government on the recommendations of the 6th Central Pay Commission, the President is pleased to decide that on their posting as Deputy Directors, Joint
Directors and Directors in the office of RDSO, the officers of the organized Group ‘A’ Railway Services will be entitled to draw their basic pay plus Tenure Allowance subject to the terms and conditions as stipulated below:

(i) The officers of Organized Group ‘A’ Railway Services posted in RDSO as Deputy Directors, Joint Directors and Directors will be subject to a prescribed tenure, on the expiry of which they will be reverted to field posts in Zonal Railways/Production Units and Construction Organizations.

(ii) Officers belonging to Organized Group ‘A’ Railway Services posted of RDSO as Deputy Directors/Joint Directors/Directors will be paid tenure allowance @ 10% of their basic pay, subject to a ceiling of Rs.4000/-

(iii) The allowance will not be paid beyond the normal tenure of three years for Deputy Directors, four years for Joint Directors and five years for Directors.

(iv) No Tenure Allowance will be admissible to the officers of the Services posted as Executive Directors and above in RDSO.

(v) This allowance shall not be admissible to those Deputy Directors/Joint Directors/Directors who are given extension or re-employment after superannuation.

(vi) In case where the tenure posting is to a post with lower grade pay, the officer going to such a post will draw grade pay attached to the tenure post without any change in the band pay that was being drawn in the post being held before such tenure posting.
'Basic Pay' in the revised pay structure means the pay drawn in the prescribed pay band plus the applicable grade pay but does not include any other type of pay like special pay, etc.

The existing conditions contained in Para 4 of Board’s letter No. PC-V/98/1/7/3 dated 12.2.2004 would continue to be operative. Group ‘B’ officers of Zonal Railway officiating in senior scale on ad-hoc basis when posted to RDSO in senior scale would continue to be paid Tenure Allowance @ Rs.600/- per month till further orders. These orders shall take effect from 1st September, 2008.38

Employees’ attitude towards transfers in Indian Railways

In Indian Railways the employees are transferred to different stations as per needs and the transfer policy to find the employees interest towards the transfers. A question has been asked the respondents. They rated with the weighted average of 1.93 which is below small extent as stated in table 5.2. It explains that employees are not showing interest to transfer to different stations so that the employees will find interest to know the activities and responsibilities one place to another to learn constantly to improve their skills.
Table 5.2 - Employees' attitude towards transfers

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Whether employees like to be transferred to different stations as per needs of Indian Railways.</td>
<td>1.93 (0.590)</td>
</tr>
<tr>
<td>2</td>
<td>Whether transfers to different stations provides challenging opportunities</td>
<td>1.83 (0.842)</td>
</tr>
<tr>
<td>3</td>
<td>whether employees are satisfied with existing transfer system</td>
<td>1.93 (03.62)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are standard deviation

To know whether transfer to different stations provide challenging opportunities a survey has been conducted to test this significance. The respondents gave score 1.83 which is below to small extent, It explains that transfer to different branches provides less opportunities. Hence it is suggested that transfers to different branches should provide more opportunities in welfare and hospital services. So that the employees will show interest in transferring.

To know whether employees are satisfied with existing transfer system a survey has done. The respondents given the score of 1.93 which is below to small extent. It explains that the employees are not satisfied with existing transfer system. Hence it is suggested that transfers should benefit employees to learn more and to develop themselves in their career and other aspects.

**Attitude of employees towards benefits of transfers**

Transfers to different places with different designation helps employees to learn more, By transferring the different locations, the
employee will learn more in the language wise, technical skills and knowledge activities. When asked whether transfer to different places with different designations help employees to learn more, the respondents gave weighted average of 2.99 in the table 5.3, It almost moderate extent. It explains that transfers to different branches with different designation helps employees to learn on the job.

Table 5.3 - Attitude of employees towards benefits of transfers

<table>
<thead>
<tr>
<th>S. No</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Transfer to different places with different designations helps employees to learn more.</td>
<td>2.99 (0.541)</td>
</tr>
<tr>
<td>2.</td>
<td>Placing of right person in right place is effective.</td>
<td>2.90 (0.882)</td>
</tr>
<tr>
<td>3.</td>
<td>Transfers to different places improves employees overall workplace competencies</td>
<td>3.92 (0.825)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard deviation.

In Indian Railways the transfers plays an important role because the authorities decides that placing a right person in the right place. It helps in developing the organization. The respondents rated 2.90 for this question is just below to the moderate extent. It explains that placing of right person in right place is effective.

Transfer to different places should improves employees overall workplace competencies. Whether it happening or not is asked the respondents rated 3.92as weighted average. It explains that transfers to different places improve employees overall workplace competencies the
transfers to different branches improves the work climate and supports with new sides with the improved work. So that the employee should shows interest in transferring to different places. They will be knowing the competencies between the employee’s activities and learning modes.
References


2. Indian Railways order. PC-V/97/1/EC/1 Dt. 12.7.2007.

3. DOP&T under their O.M. dated 2.7.1997. SC/ST vacancies are allotted to railways with reference to the length of service in Group ‘B’ of SC/ST Officers.


5. GOVERNMENT OF INDIA, MINISTRY OF RAILWAYS (RAILWAY BOARD) RBE No. 46 / 2010 No.E(GP)99/2/22 New Delhi, Dated 29-03-2010.

6. (226R-I/Sl. No. ER 6232).

7. (227RI).


14. R.B’s no. 78 Sec. (E)/193-A/32 of 19.5.81, Sl. No. SE 122/81.
18. (R.B’s No. E(NG)II/77/TR/21 of 10.6.77, Sl. No. NR 6806)
25. (R.B’s No. E (NG) 117ITR 14 of 1.10.71 NR Sl. No. 5460).
26. Railways Board’s letter No. E (NG) 1-97/TR28 of 5.11.97, (*RBE No. 147/97), SE. SL. No. 177/97) may be referred to.


34. (R.B.’s No. E (NG) 54RRI/14-A of 31.8.60, Sl. No ER4126/SE29663).


Ref: R.B.'s No. PC-VI/98/1/75 of 27.3.09 (RBE No. 58/09). SE Sl. No. 92/09. ared surplus, or (v) on the request from the staff concerned.