

## POSTING POLICY : GREF OFFICERS

### Introduction

1. -- Correct planning and execution of postings constitutes an important aspect of human resource management. Besides catering for the organisational requirement of having the right man in the right place, at the right time, the increase in satisfaction level of individual officers also deserves consideration.
2. The posting policy for GREF Officers was circulated vide this Headquarter letter No. 13011/POL/POS/DGBR/E1A dated 25 Oct 89. Consequently, a number of amendments and instructions related to postings, have been issued from time to time, based on experience gained in management of human resources. Certain orders / instructions received from the Government, namely the enhancement of retirement age and raising of legal cells from within existing authorisation, to name a few, have also had a direct bearing on the posting policy.
3. A need has therefore been felt to have a comprehensive and transparent posting policy to meet the requirements of the Border Roads Organisation (BRO) and provide a balanced sector and area profile for the majority of GREF officers.
4. A separate policy exists on deputation and outside employment. The same is thus excluded from the ambit of this policy document.

### Aim

5. The aim of this posting policy is to lay down the necessary guidelines and amplify all aspects of postings related to GREF officers.

### Guidelines

6. The following guidelines will generally be followed :-
  - (a) Organisational and functional requirements will be the over riding consideration for posting.
  - (b) Qualifications and suitability will decide an executive / staff tenure, though it will be endeavoured to give all Civil and E & M cadre officers at least one executive tenure at the EE and SE level.

(c) Executive tenures will generally be for two to three years, for officers of the rank of EE or equivalent and above, commanding RCCs/BCCs / Fd Wksp Coys / SS&TCs, Task Force (TFs) and Projects.

(d) Tenures of officers-in-charge (OsIC) of functional platoons, as well as those posted on Staff, will be as laid down for the area in which serving, as indicated in Para 15 below.

(e) The above tenures are subject to the following:-

(i) Executive tenures may be extended / curtailed based on Organisational requirements, or on performance of the officer. Curtailment of tenure would be on specific recommendations of Project Chief Engineers (CEs), duly supported with specific instances and details of performance counselling, supported by suitable remarks in the ACR.

(ii) Officers on last leg posting (LLP) will not be given an executive tenure, other than in exceptional circumstances, which may be due to non-availability of suitable officers. This would be entirely at the discretion of the DGBR in case of Chief Engineers, Superintending Engineers and equivalent. In case of Executive Engineers and below, or equivalent, it will be at the discretion of the DDG (Pers).

(iii) Officers who have indicated an 'Outstanding' aptitude in command assignment may be given an extended tenure, or a second executive assignment.

(iv) Officers who are professionally qualified, or who have the necessary background experience, may be given an extended tenure of commanding Bridge Construction Companies (BCCs), or units deployed for execution of prestigious works. This would be subject to the officer having an Outstanding / Above Average record.

(v) Executive tenures will generally not be given in the home state of an officer.

(f) Officers applying for posting on compassionate grounds, or for medical reasons, may be accommodated for a tenure restricted to two years only. This aspect is being covered separately in this document.

## Issue of Posting Orders

7. Bulk Posting Orders. Bulk posting orders will be issued twice in a year. This will generally be in February / March, for moves to take place in April and May and September / October for moves to occur in November and December.

8. Individual Posting Orders. Individual posting orders may be issued any time during the year, to cater for the following:-

- (a) Placing of officers on promotion.
- (b) Placing officers in command of units, other than functional platoons.
- (c) Filling of vacancies arising due to resignation, retirement, or death of present incumbent.
- (d) Turning over of officers deployed in high altitude areas (HAAs), or in Bhutan / Myanmar Compensatory Allowance (BCA / MCA ) areas.
- (e) In Organisational interest.

9. Posting of Officers in Anticipation of Promotion. It will be endeavoured to suitably post officers in anticipation of their promotion, thereby enabling them to assume the next higher appointment immediately on receipt of promotion orders.

10. Notice for Move on Posting

(a) Adequate notice will be provided for move of officers on posting, as follows:-

- (i) Ten weeks notice for officers posted to HAA and BCA / MCA areas.
- (ii) Six to eight weeks notice for officers posted to other areas.

(b) In exceptional cases, moves may be ordered forthwith in organisational interest.

# 11. Instructions for Move on Posting

(a) Instructions for move on posting will be indicated in the posting order, against each officer. These would include any one of the following:-

- (i) To move and report by a given date.
- (ii) To report on a given date.
- (iii) To move forthwith.
- (iv) To move on relief.

(b) In cases where officer is to be posted for a restricted tenure, or where move is to be carried out without transfer incidentals, the same will be indicated.

(c) Officers commanding units (other than functional platoons), Task Forces (TFs) or Projects, will move on relief, except where specified.

(d) In cases where officers are required to move and report to a unit by a given date, Projects / TFs will ensure that the individual is SOS in advance, whereby he reports to the unit by the date laid down, after catering for leave sanctioned, if any and authorised joining / journey period.

(e) Where individuals are posted on promotion, the CE / TF Commander will be responsible for any delay in assumption of next rank, consequent to delay in move on posting.

## Profile of Officers to be Considered for Planning of Postings

12. General. Due consideration will always be given to an officer's sector and area profile when he is due for turnover on posting. This will also apply to officers being considered for posting on compassionate / medical grounds and LLPs.

13. Sector Profile. The sector profile presently adopted in Eastern and Western Sectors is 2 : 1. Giving due consideration to the force levels in these sectors, an individual's sector profile will now be maintained as 55 : 45 ; namely overall service will be 55 percent in the East and 45 percent in the West.

14. **Area Profile.** Policy on criteria for turnover of personnel has been issued vide Headquarter Directorate General of Border Roads (HQ DGBR) letter No 13001 / POL / POS / DGBR / E1A dated 24 Feb 98. The policy assumes that an officer will have an average service of 35 years in the Organisation. This includes subordinate service of officers promoted through departmental promotional committees (DPCs). Officers would ideally undergo two service cycles of 17.5 years each. Thus in each cycle of an officer's service, he would undergo a minimum of one tenure each, in all types of areas, as indicated in Para 4 of Appendix to the subject policy letter. The policy lays down that the Hardness Index (HI) as worked out, will be the main factor to be considered for routine turnover on posting to areas laid down. The ideal HI being 63.71, a lower HI would indicate a harder service profile and vice versa. Besides HI, other factors that may be considered for routine turnover would be as follows:-

- (a) Technical qualifications and practical experience of an individual.
- (b) Requirement of commanding a unit above functional platoon level.
- (c) Restrictions laid down by medical board proceedings.
- (d) Organisational interest.

### Service Tenures in Classified Areas

15. **Duration of Tenures.** The Western and Eastern regions of the country in which the Organisation is required to operate, have been classified into separate areas depending on altitude, type of terrain, availability / lack of facilities, extent of hostilities, allowances permissible, etc. In order to provide flexibility and cater for time taken for execution of post orders, as well as to increase the satisfaction level of those officers serving in difficult places, the duration of tenures in various areas was reviewed vide HQ DGBR letter No 13001 / POL / POS / DGBR / E1A dated 13 Nov 97. The same are outlined as follows, with the stipulation that the organisational interest will always be the over riding factor:-

- (a) High Altitude Area (HAA) - 2 years.
- (b) Bhutan / Myanmar Compensatory Allowance (BCA/MCA) Area - 2 years.
- (c) ~~NEIGHANISTAN~~ 2 yrs
- (c) Extremely Hostile Area (EHA) - 3 years.
- (d)

- |       |                               |   |                          |
|-------|-------------------------------|---|--------------------------|
| ✓ (d) | Hard Hard Area (HHA)          | - | <u>3 to 3 1/2 years.</u> |
| ✓ (e) | Moderately Hostile Area (MHA) | - | <u>3 to 3 1/2 years.</u> |
| ✓ (f) | Hard Area (HA)                | - | <u>3 to 3 1/2 years.</u> |
| ✓ (g) | Soft Area (SA)                | - | <u>3 to 3 1/2 years.</u> |
| ✓ (h) | Most Attractive Station (MAS) | - | <u>2 1/2 to 3 years.</u> |

16. Area Classification and Related Issues. Classification of areas in which the Organisation is required to operate is listed in Para 15 above, along with length of tenure in each. Details of units deployed in areas so classified, have been intimated vide HQ DGBR letter No 13001/POL /POS /Corrs / DGBR / 340 / E1A dt 04 Mar 98. Aspects related to different area classifications, are covered in succeeding paras.

17. High Altitude Area (HAA).

(a) The laid down HAA tenure of two years referred above relates to physical service. Period exceeding 15 days spent away from HAA on course, duty, leave, hospitalisation, etc, will be excluded from the period to be counted.

(b) Physical service of two years may be extended upto a maximum of two months to avoid changes during the working season. Such extensions will be with the specific recommendations of the CE and submitted a minimum of six months prior to the due date of completion of tenure.

(c) Cut-Off Age. The cut-off age at entry into HAA, is laid down in HQ DGBR letter No 13001/POL/ POS/DGBR/ 133/ E1A dated 16 Nov 98. The same is recapitulated as follows:-

- |         |                                                                                          |   |                            |
|---------|------------------------------------------------------------------------------------------|---|----------------------------|
| ✓ (i)   | Chief Engineer                                                                           | - | At the discretion of DGBR. |
| ✓ (ii)  | Task Force Commander                                                                     | - | <u>56 years.</u>           |
| ✓ (iii) | All staff officers in Project HQ and Task Force HQ                                       | - | <u>55 years.</u>           |
| ✓ (iv)  | OsC SS&TC, OsC Fd Wksp, Store Officers, OsIC IESPL, Transport Platoons and Staging Camps | - | 53 years.                  |

(v) All other officers - 52 years.

(d) Every officer will normally serve in HAA atleast once in each of the two service cycles referred to in Para 14 above. This would be subject to the following:-

- ✓ (i) Physical fitness.
- ✓ (ii) Availability of vacancies in HAA at the time of consideration.
- ✓ (iii) Age at time of entry under consideration.
- ✓ (iv) Organisational requirement.

(e) On completion of a HAA, an officer will normally be posted to a SA or MAS, in one of the Project sectors of his choice, as indicated in the half yearly return on the subject. This would be subject to the following:-

- ✓ (i) Availability of vacancies. ✓
- ✓ (ii) Requirement of the officer's technical qualifications / practical experience for deployment in the execution of specialised works elsewhere. In such an eventuality the officer's choice would be carried forward to a later date. ✓
- ✓ (iii) Officers due for a command assignment, other than that of a functional platoon.

(f) All efforts will be made to accommodate one of the officer's choice, provided they conform to the contents of the preceeding sub para and the following:-

- ✓ (i) Officers will not be posted back to the Project sector, from where they were previously posted to HAA.
- ✓ (ii) An officer posted to a HAA in the West will be posted to MAS / SA in the East thereafter, provided such a vacancy is available.
- (iii) With reference to sub-para (ii) above, should a vacancy be available in the West, an officer's request could be accommodated, provided he has served for more than 55 percent of his service in the East.



18. BCA / MCA Areas. The number of vacancies available in BCA/MCA areas being restricted, it is near impossible to consider all officers in the BRO for each vacancy, as and when the same arise. Accordingly, a policy laying down the selection criteria for posting to BCA / MCA areas has been issued vide HQ DGBR letter No 13001/ POL / POS / DGBR / E1A dated 24 Feb 98. There will be no dilution of the selection criteria, except in cases where suitable officers are not available, that too with the approval of the DGBR. The two year tenure laid down for such areas will commence from the date of TORS and will only exclude any period that an officer spends on a course of instruction attended by him in Organisational interest.

19. EHA.

(a) The laid down EHA tenure of three years relates to physical service. Period exceeding 15 days spent away from EHA on course, duty, leave, hospitalisation, etc will be excluded from the period to be counted.

(b) Physical service of three years may be extended in Organisational interest. Such extensions will be with the specific recommendations of the CE and submitted a minimum of six months prior to the due date of completion of tenure.

(c) Every officer will normally serve in EHA atleast once in each of the two service cycles referred to in Para 14 above. This would be subject to the following: -

- ✓(i) Availability of vacancies at the time of consideration.
- ✓(ii) Organisational interest.

(d) Aspects related to HAA as covered in Sub Para 17 (e) and (f) above, will also be applicable to officers serving in EHA.

20. HHA.

(a) Tenure in HHA will be three to three and half years, as indicated in Para 15 above. This excludes executive tenures for officers of the rank of EE/equivalent and above, which will continue to remain as two to three years, or based on organisational requirement.

(b) LMC officers may be posted to HHAs after giving due consideration to employment restrictions as laid down in the medical board proceedings.

(c) Since planning caters for an officer serving in each type of area atleast once in each of his two service cycles, an officer may be posted to HA or MHA on completion of HHA tenure.



21. MHA. Moderately hostile areas may be clubbed with HHAs, SAs and MAS. The tenure in MHA will be as laid down for the area with which it is clubbed.

22. HA and SA. Aspects related to HAs and SAs will be the same as laid down in sub Para 20 (a) above

23. MAS.

(a) Tenures in MAS will be two and half to three years.

(b) ~~An officer may be posted from one MAS to another, only after a gap of six years.~~ This would however be subject to Organisational requirements and aspects covered in Para 14 above.

(c) The number of vacancies in MAS being restricted, priority for posting to such stations will be in the following order:-

(i) Organisational requirement of an officer's qualifications / practical experience, for execution of specialist works, or on staff.

(i) Officers due out from HAA / EHA.

(ii) Officers having a hard service profile.

(iii) Officers due for command assignment.

(v) Officers applying for posting on medical / compassionate grounds and last leg posting.

24. Miscellaneous Aspects Related to Posting Tenure.

(a) Physical Service. A physical service of two years and three years has been specifically stipulated for officers to be turned over from HAA and EHA respectively. Physical service excludes periods exceeding 15 days, spent away from the unit on courses of instruction, duty, leave, hospitalisation, etc. To ensure strict compliance of stipulated physical service, Projects will suitably indicate the same in the half yearly return for officers to be submitted six months prior to completion of tenure, for planning and issue of posting orders. Details of entry / exit into HAA / EHA will be provided duly supported by details of DO Part II Orders. Responsibility of timely submission of such data will be that of respective Projects / TFs.

(b) Posting to Units in MAS / SA and Deployment in HAA / EHA / HHA. HQ of certain units like Field Workshop Company and SS&TC, etc. are located in MAS/ SA, whereas officers are deployed with detachments away from the HQ in HAA /EHA / HHA. To avoid such officers being wrongly credited with a soft profile, it will be the responsibility of Projects to indicate the area in which the officer is physically deployed, duly supported by details of DO Part II Orders. Such information will be included at an appropriate place in the half yearly posting return. This aspect has been amplified in HQ DGBR letter No. 13044 / HYR / POS / DGBR / TUE / E/A dated 05 Feb 91. Same is enclosed as Appendix 'A' for ready reference.

(c) Premature Lifting of Officers for Posting to HAA / EHA. In the eventuality of suitable officers not being available, newly enrolled UPSC entry officers serving in HA / SA / MAS may be prematurely lifted from present unit on completion of a two year tenure, for posting to HAA / EHA in organisational interest.

(d) Posting Out / Side Stepping Within the Project. Recommendations for posting out / side stepping within the Project has been adequately covered in Sub Para 6 (e) above. In case the performance of an officer is wanting, any recommendation for side stepping would not be in order and normally the officer will be posted and tried under a different set of officers in a different Project. Since every posting has financial implications, such changes would only be under extreme circumstances. As a rule, instead of posting out the officer, suitable action should be initiated against him. If the officer is found wanting in a command appointment, he may be side stepped to a staff appointment in the same Project, provided suitable performance counselling has been given and the officer has failed to show improvement.

### Half-Yearly Return for Choice of Posting

25.

24 Instructions on submission of half yearly return indicating choice of posting, have been issued vide this HQ letter Nos 13044 / HYR / DGBR / E1A dated 07 Oct 97 and 13001 / POL / POS / 115 / DGBR / E1A dated 10 Mar 98. Salient aspects related to this Return are as follows:-

- (a) Priority for consideration of choices will be given to those officers serving in HAA, EHA and HHA, in that order.
- (b) Choices will be for Project sectors and NOT for a particular unit or station.

(c) An officer is entitled to three choices, of which two will be to Project sectors in the East and one in the West.

(d) BCA/MCA areas will not be considered as choices.

(e) Officers serving in HA/SA/MAS cannot be expected to have their choices considered, unless the same are to areas in HAA/EHA/HHA

(f) While every endeavour will be made to accommodate the choices of officers in HAA and EHA, the same would depend on the availability of vacancies.

(g) Period physically spent in HAA / EHA will be suitably entered in the Return for each individual officer. The same will be accompanied by references of connected DO Part II Orders.

✓(h) Data related to officers posted in MAS / SA, but deployed in HAA / EHA / HHA will also be indicated. Contents of Sub Para 24 (b) above, refers.

✓26. In the event of the Half Yearly Posting Return not being received in time, or instructions listed in Para 25 above not being adhered to, affected officers will be posted as per available inputs/vacancies and their area sector profiles. Individual officers will be responsible for data provided for entry in the return and HQ Projects will be responsible for its timely submission.

### Employment and Adjustment of Post Graduate Officers and Those Experienced in Execution of Specialist Works

27. It is prudent to post the right person with the right qualifications, for the right job, at the right time. As such, postings of post graduate (PG) officers will be rationalised, whereby they are best utilised in Organisational interest. This would involve premature posting out of an officer on completing two years in a particular area, or extending his tenure beyond that which is laid down for a particular area. Newly enrolled PG officers will however, first be posted to a functional platoon for a minimum period of two years, to gain necessary experience for use in future service when commanding an RCC, or a Task Force.

28. To maintain a data bank of suitable officers for execution of specialist works, Projects will submit necessary data in respect of such officers having practical experience in construction of permanent bridges, air field runways, highways, buildings and such like specialist works. Details of E&M officers proficient in handling special equipment / plant, will also be provided. Required data will be forwarded half yearly on 01 Jan and 01 Jun of

each year. Instructions on the subject to include format to be followed, have been issued vide this HQ letter No.13042 / High Tech / DGBR / 95 / E1A dated 10 Mar 98.

29. **Post Graduates (PGs) in Structures.** The following will be posted with minimum number of PGs in structures, as indicated against each:-

- |     |                                                               |   |               |
|-----|---------------------------------------------------------------|---|---------------|
| (a) | Technical Planning Directorate                                | - | <u>One.</u>   |
| (b) | Bridging Directorate                                          | - | <u>Three.</u> |
| (c) | Bridge Construction Companies(BCCs)                           | - | <u>Two.</u>   |
| (d) | Bridge Supervision Cells in Projects where BCCs are not held. | - | <u>One.</u>   |

(e) Depending on availability, a PG in Structures will be posted in Projects executing works related to construction of major permanent bridges.

30. **Post Graduates(PGs) in Geology Related Subjects.** PGs in Geology or related subjects like Rock Mechanics / Foundation , Tunneling and Earthquake, will be posted based on priority and type of tasks to be executed, giving due consideration to the availability of such officers. These officers will be posted in vacancies available and as per their area profile. Their expertise will be utilised in addition to their own duties of units to which posted in. Projects will however have to provide detailed justification of the requirement of such officers duly approved by TP / Bridging Directorate, considering that their availability is limited.

### **Employment and Adjustment of Low Medical Category (LMC) Officers**

31. At present approx 13 percent of the posted strength of officers are in LMC. Considering that vacancies in BCA / MCA, HAA and HHA cannot be filled by LMC officers, the LMC percentage increases to approx 16 percent of officers deployed in the remaining areas, namely HA, SA and MAS (to incl EHA and MHA).

32. In view of the foregoing, the percentage of LMC officers posted to HQ DGBR, Project and establishments, will be restricted to the following:-

- |     |                                               |   |             |
|-----|-----------------------------------------------|---|-------------|
| (a) | Projects deployed in predominantly MAS and SA | - | 25 percent. |
|     | ie Project Chetak, Deepak, Hirak and Sampark  |   |             |

- (b) HQ DGBR and remaining Projects - 20 percent.
- (c) GREF Centre & Records, EBW, WBW - 25 percent.
- (d) ESD and WSD - 30 percent.
- (e) All other miscellaneous units will be covered under Sub Para (b) above.

(f) Laid down percentages relate only to vacancies in HA, SA and MAS, that are required to be filled as per UPP.

33. Adjustment in SA / MAS. Due to limited number of vacancies in Soft Stations, and preference being given to officers being turned over from HAA / EHA / HHA, all LMC officers cannot be adjusted in MAS/ SA. Due consideration will be given to an officer's overall area / sector profile and the employment restrictions laid down.

34. Employment Restriction as Per Medical Board Proceedings. Only those employability restrictions laid down by a Board of Officers as per AFMSF-15A, will be considered while planning the posting of officers. In case of doubt, the matter will be referred to the Medical Directorate of HQ DGBR. No consideration will be given to recommendations of Project Medical Officers, or employment restrictions recommended by a Specialist, but not approved by a Medical Board. This aspect will be borne in mind while recommending applications for posting/cancellation of postings, on medical grounds. Format for recommendations on application is enclosed as Appendix 'B'.

35. Reporting the Employability of LMC Officers. Officers who are not fit to carry out their tasks effectively due to medical reasons, should not be recommended for extension of service beyond 50/55 years. Initiating and reviewing officers will suitably reflect the restrictions imposed on an officer's employability in the pen picture of the ACR, and give specific reasons while recommending for further retention. In cases where officers are already recommended for retention, no cognisance will be taken of recommendations for posting out of such officers.

36. Data Related to Half Yearly Medical Return. Due care will be taken while compiling and forwarding the half yearly Medical Return. This would enable timely issue of posting orders, without the need for re-verification and ensure that posting orders are issued after giving due consideration to an officer's employment restrictions.

### Representations Against Posting Orders

37. Posting orders are issued after considerable deliberation, for placing the right person in the right place, at the right time. Due consideration is also given to an individual's sector /area profile, employment restrictions, posting policy and availability of personnel, specially for posting to HAA. **As such, posting orders once issued will NOT be changed.**

38. Representations against postings are generally forwarded to this HQ as a matter of routine, without any thought being given to the merits of the case. Genuine cases are bound to suffer as a result. Common observations are :-

- ✓(a) No consideration given to Posting Policy.
- ✓(b) Due consideration not given to an applicant's previous sector/area profile.
- ✓(c) Application not accompanied with correct / complete documents.
- ✓(d) Choices given are to specific units / stations.
- ✓(e) Inordinate delay in submitting of applications.

39. **Amendments to POs may be considered in most exceptional cases** where the Chief Engineer is fully convinced about the genuineness of the case, based on supporting data. Where no reply is received from this HQ within four weeks of forwarding of case by the CE, the move must be carried out without any delay. **Further, representations from affected officers must reach this HQ within four weeks of issue of posting order, failing which the application will be rejected outright.**

### Applications for Posting on Compassionate Grounds

40. General. In order to increase the satisfaction level of officers, an open door policy has been adopted whereby, officers may submit their applications requesting for posting on compassionate grounds. Analysis of such application reveal that the grounds of compassion put forth are generally mundane in nature and are vetted / recommended in a perfunctory manner. This often leads to infructuous work, where a large number of

applications are received for posting to a restricted number of soft stations, resulting in genuine cases being inadvertently left out. Also, units deployed in such stations are being burdened with either LMC officers, or those posted on compassionate / last leg posting (LLP) grounds. This adversely affects the efficiency and functioning of such units.

41. Observations on Applications for Compassionate Posting. Requests for posting on compassionate grounds are often subject to doubt, as is evident from the following observations:-

- ✓(a) Postings are asked for from one soft station to another.
- (b) Requests made for extension of stay beyond the tenure specified.
- ✓(c) Repeated requests for each posting. Any compassionate factor should be got sorted out in the two year period laid down, which is a reasonable time frame.
- (d) Reasons experienced by all officers belonging to the higher age group will not be treated as grounds for compassion. The following are some examples :-
  - (i) Looking after aged parents.
  - (ii) Arranging the marriage of children.
  - (iii) Settlement of sons in business.
  - (iv) Ill health of close relatives/in-laws.
  - (v) Education of children.
  - (vi) Being with mother/father/other relatives consequent to demise of one, or the other.
  - (vii) Being newly married and requiring to stay with spouse, who cannot leave aged parents.
  - (viii) Construction of house.
  - (ix) Resolving dispute over landed property, or court cases.
  - (x) Medical treatment of relatives, other than immediate family.
- ✓(e) Applying for posting to a particular unit, or station.



- (f) Applying for posting to a Project where already served in the last six years.
- ✓(g) Applications recommended without adequate consideration, or to get rid of average / unwanted officers.
- (h) Relief being insisted upon to report before move, thus indicating that the officer recommending the case is not fully convinced of its genuineness.
- (j) Use of outside influence to support the application.
- (k) Compassionate posting when being considered for an executive appointment.

42. **Processing of Application.** It is generally observed that intermediate sub unit / TF / Project HQ more often than not, deal with / recommend cases for compassion in a routine manner, without reference to general observations listed in the preceeding para. This defeats the very purpose of vetting at various levels. Recommendations of the TF Commander and CE are important inputs for consideration. Hence, specific recommendations must be reflected while forwarding applications for posting on compassionate grounds. All requests for compassionate posting, irrespective of whether recommended or not, will be forwarded to Project HQ through proper channels. Only those applications which are recommended two levels up, need be forwarded to HQ DGBR. Those not recommended, should be disposed off and applicants informed accordingly, with copy endorsed to HQ DGBR. In addition to observations already listed, the following parameters will also be taken into account while processing such applications :-

- (a) Nature and degree of compassion / genuineness.
- (b) Urgency of the case.
- (c) Anticipated availability of vacancies requiring specific qualifications and whether the officers is qualified to meet them.
- (d) Total tenure in East / West and area profile of the applicant. This would include subordinate service in respect of those officers promoted through DPC.
- (e) Residual service.
- (f) Authenticity/validity of medical / other documents endorsed with the application for consideration.
- (g) Details of previous compassionate postings, if any.

43. Guidelines for Posting on Compassionate Grounds. To ensure that every deserving case gets a fair chance and the policy is not flouted, it is necessary that detailed and fair examination of each case is done at Task Force and Project level. Further, a cause of compassion cannot be predicted and it becomes difficult to justify laying down the number of requests submitted by an Officer, or the gap between one request and another. Yet, it is commonly observed that request seeking tends to be habit forming, specially when not quite justifiable cases have been recommended. A request for compassionate posting will thus be restricted to twice in an Officer's career, with a minimum gap of eight years between each such request. Posting on compassionate grounds will be at the discretion of HQ DGBR and no officer can claim the same as a matter of right. Format for recommending cases related to, posting on compassionate grounds is enclosed as per Appendix 'C'. The following guidelines will be followed:-

- (a) Observations listed in Para 41 above, will be given due consideration.
- (b) Compassionate posting in the initial ten years of service may be considered under exceptional circumstances.
- (c) A tenure on compassionate grounds will be restricted to two years.
- (d) An officer may be posted to HAA / EHA / HIA on completion of compassionate tenure.
- (e) Officer's requesting for a compassionate posting prior to completion of their present tenure, will give an undertaking to forego all transfer incidentals.
- (f) Requests for compassionate posting to an executive tenure will not be accepted.
- (g) It may not always be possible for adjusting an officer in the place of his choice despite an existing vacancy, for reasons related to Organisational interest. Officers must therefore provide three alternative choices to assist in meeting their particular requirement. While exercising the option of choices, an officer must relate this to his sector profile, as well as his tenures in various types of areas.
- (h) In cases where an officer is asking for a posting / change of posting on compassionate grounds having been posted to / being considered for posting to command a sub unit (other than functional platoons) i.e. RCC, TF or a Project, the application will be accompanied by an "Adverse Career Certificate" format for which is attached as Appendix 'D'.

44. Application for posting on compassionate grounds which do not conform to the above guidelines, will be treated as Null and Void and not be given any consideration.

### // Application for Last Leg Posting

45. Due consideration is being given to officers who apply for last leg posting (LLP). There have been cases where officers with a predominantly soft profile, a Western sector dominated profile, or recently posted near their home stations, ask for a LLP in a MAS, or in the West, or near their home, as the case may be. While efforts will be made to grant a LLP, the same cannot be claimed as a "Right". In addition to contents of Sub Paras 43 (a), (c), (e) and (g) as applicable to LLP, the following guidelines will also be adopted:-

- (a) Aspects related to Organisational interest will be given foremost consideration.
- (b) Officers who have availed of a compassionate posting in the preceeding ten years of service, will not be eligible.
- (c) Due consideration will be given to an officer's overall sector / service profile.
- (d) Requests for posting to places where an officer has served in the preceeding six years of his service will not be considered.
- (e) LLP where granted will be restricted to a period of upto two years. In exceptional cases based on availability of vacancies, this may be extended to two and a half years.

### Bringing Outside Pressure to Bear for Influencing / Change of Postings

46. The malady of individuals approaching politicians and other well connected personalities for changing / influencing of posting, continues to exist. It must be made known that such attempts will in no way affect the actual issue of posting orders (POs).

Instead, such individuals are liable for disciplinary action under CCS Rules. This office letter No 12520 / PP / DGBR / EG2 dated 21 July 1998 refers, contents of which must be disseminated to all. Furthermore, an entry to this effect will be made in the records of such officers.

### Implementation of Posting Orders

47. Aspects related to instructions for move on posting are covered in Para 11 above. However, delay / non-implementation of posting orders continues to be a cause for concern. It must be appreciated that timely despatch of "Dues Out" would in turn guarantee the timely arrival of personnel due in. Insisting on only the latter, without complying with the former, would break the chain of postings and imbalance the movement schedule.

48. HQ DGBR has at its disposal the overall picture of the man power resource requirements of the Organisation. It is thus in the best position to plan the postings and move of officers, when compared to HQ Projects / TFs.

49. In light of the above, the following aspects related to implementation of posting orders will be ensured :

- (a) Individuals will move on posting as per instructions laid down in posting orders.
- (b) No representation against postings will be accepted from Projects for reasons such as execution of time bound tasks, shortage of staff, revision of establishment and so on. All such requirements would have been taken into consideration, based on half yearly returns received from Projects.
- (c) No individual is indispensable. Projects must plan for replacement of personnel supposedly involved in prestigious jobs, from within own resources. This would enable the same to be supervised till arrival of relief.
- (d) Individuals whose representations have been turned down, will be moved immediately on intimation of the same.
- (e) CE Projects will monitor all postings and ensure implementation as ordered. Disciplinary / administrative action will be initiated by CE where postings are not implemented, as this would tantamount to disobedience of orders.

(f) Prior permission will be taken for proforma adjustment of personnel. Ex post facto sanction will NOT be accorded and Projects will be responsible for any audit objection / observation that may arise on this account.

50. **Sanction of Leave to Officers Under Posting.** No leave will be granted to officers after issue of their POs, unless the same is sanctioned by the new unit / Project. Other aspects related to grant of leave in conjunction with joining / journey period, by Projects to which an officer is posted, will be as follows:-

(a) Where leave is granted to officers posted on staff, the officer to be relieved will be SCs simultaneously as the date of TOS of officer posted in.

(b) Leave sanctioned to officers posted as OsIC of functional platoons, will not exceed 21 days.

(c) Leave sanctioned to officers posted in other executive appointments, will not exceed 14 days.

51. **Arrival / Departure Reports for Officers and Units.** To effectively monitor the move of officers on posting, dates of SOS / TOS and TORS, will be reported within 24 hours by signal, together with details of leave granted, if any. Inter RCC / TF move of sub units will also be so reported.

52. **Submission of Report on "Non Implementation of Posting Orders".** Due care will be taken to include correct and complete details in the "Report on Non Implementation of Posting Orders". Timely submission of the same will also be ensured, to enable effective management of moves on posting. Some common observations which need to be avoided, are as follows:-

(a) Column indicating as to whether relief reported or not, is left blank.

(b) Date of reporting of relief not indicated.

(c) ETD of officer to be relieved not indicated.

(d) Reasons for non-implementation of posting order, left blank.

### Proforma Posting

53. Proforma posting will be done as an exception. It has been noticed that some officers are being unauthorisedly retained without justification, or without prior sanction from this HQ. Thereafter, suggestions are being forwarded by signal to proforma adjust such officers in vacant appointments within the TF / Project. Any such unauthorised detention will invariably be accompanied by a Court of Inquiry.

54. For proforma adjustment of officers, Projects will require to submit a statement of case justifying the requirement. Pinpointing the responsibility for delay in move, with measures taken to stop recurrence of such cases, will also be indicated, along with CE's recommendations.

### Under Posting Plan

55. With the poor intake in GREF as well as from the Army, large scale deficiencies exist at the AEE/AE level for civil and E & M cadres, the CO II - III and medical cadre levels. The under posting plan for each category is issued and revised from time to time, based on the availability of officers. No representations will be accepted from Projects on this issue. However, recommendations of CE indicating the specific appointment they would like to be filled / kept vacant, will be accepted and implemented when the present incumbent completes his tenure.

### Grant of Interview to Individual Officers

56. Officers visiting Delhi may be granted an interview by the DDG (Pers) concerning aspects related to their career management. However, prior request through the CE, or a note from the CE be brought along by the officer. This is to ensure that CEs are familiar with the problem of the officer. Outcome of the interview will then be communicated to the Project.

57. There is an increasing trend of officers seeking an interview by the DGBR in matters related to their postings. Past experience and examination of such cases reveal that the reasons for seeking an interview are mundane in nature. With this as a backdrop, the following guidelines will be adopted with respect to seeking an interview by the DGBR:-

- (a) Grant of interview will be sought in most exceptional circumstances.
- (b) Respective CEs will completely satisfy themselves with regards the case, to decide whether the same deserves to be recommended, or not.
- (c) Officers seeking interviews related to posting, may do so prior to the issue of posting orders when they are due for posting out. No interview will be granted once posting orders are issued. In the latter case, officers may submit their written representations against posting orders, which will be given due consideration, bearing in mind the policy in vogue.
- (d) Officers may seek an interview by the DGBR during his visit to the Project sector. Requests for the same will be applied for in writing, duly recommended by the CE and submitted to reach this HQ ten days preceding the visit of the DGBR. This would enable study of the case prior to the DGBR leaving this HQ.
- (e) Officers seeking an interview at HQ DGBR, will again require to apply for the same in writing and it be got recommended by the CE. Where such interviews are granted, it will be subject to the officer's willingness in coming to Delhi at his own expense and the interview will be conducted in uniform. Date of interview granted will be confirmed by the Project on telephone, prior to the officer leaving his duty station. This would be to ascertain the availability of the DGBR, bearing in mind his otherwise busy schedule.

### Conclusion

58. The posting policy document attempts at transparency to cover all aspects of postings and career management, with Organisation requirements remaining paramount. The policy endeavours to streamline the posting procedure and raise the satisfaction level of officers. It



must however be appreciated that the policy can only be meaningful and workable, if the same is followed in letter and in spirit.

59. This Posting Policy will come into force with immediate effect.

13001/POL/POS/DGBR/45/E1A

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**Distribution**

List 'A', 'B', 'C' & 'D'