

26

CLASSIFIED

AN OPINION SURVEY
ON
THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION

MD. SHIRAJUL ISLAM



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA
SEPTEMBER, 1989

1987-1988

CLASSIFIED

AN OPINION SURVEY
ON
THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION

MD. SHIRAJUL ISLAM

1987-1988



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA
SEPTEMBER, 1989

TABLE OF CONTENTS

<u>CHAPTER</u>	<u>TOPIC</u>	<u>PAGE</u>
	PREFACE	i
1.0	HISTORICAL PERSPECTIVE	1
2.0	CONCEPTUAL FRAMEWORK : (Key Concepts)	
2.1	Personnel Transfer System :	7
2.1.1	Personnel Transfer	7
2.1.2	System	12
2.2	Upazila Administration	17
2.3	Development Projects	19
2.4	Efficiency	22
2.5	Transfer Cost	27
3.0	RESEARCH AND METHODOLOGY :	
3.1	Research :	29
3.1.1	Significance	29
3.1.2	Hypothesis	32
3.1.3	Objectives	33
3.2	Methodology :	34
3.2.1	Respondents	34
3.2.2	Locale	35
3.2.3	Data Collection Procedure	36
3.2.4	Limitations	38
4.0	SURVEY FINDINGS :	
4.1	Impact on Upazila Activities	42
4.2	Personnel Transfer Lead Time	58
4.3	Performance Appraisal	61
4.4	Psychological Reaction	63
4.5	Personnel Transfer Cost	67
4.6	Causation of Personnel Transfer	70

<u>CHAPTER</u>	<u>TOPIC</u>	<u>PAGE</u>
	4.7 Personnel Transfer Frequency	72
	4.8 Personnel Transfer Time-Span	76
5.0	SOME SELECTED CASES : (Cases 1-8)	84
6.0	RECOMMENDATIONS & CONCLUSION :	
	6.1 Recommendations	91
	6.2 Conclusion	94
<u>APPENDICES :</u>		
1.	Orders on Transfer and Posting	95
2.	Resolution of the Administra- tion at the Upazila Level, dated October 23, 1982	97
3.	List of Upazila Functions	98
4.	Upazila Administrative Set-Up	99
5.	Questionnaire - 1	100
6.	Questionnaire - 2	116
7.	Questionnaire - 3	122
8.	Questionnaire - 4	126
9.	Bibliography & References	129
<u>FIGURES :</u>		
1.	Simple Horizontal Transfers	10
2.	Complex Horizontal Transfers	10
3.	Job Clustering	10
4.	Vertical and Horizontal	10
5.	A Diagrammatical Presentation of a System	14
6.	Personnel Transfer System Network	16

<u>TABLES :</u>	<u>TOPIC</u>	<u>PAGE</u>
1.	Year-wise ADP Allocation for Upazila Administration	19
2.	Revised Sectoral Apportion- ment of ADP Development Assistance Grant	20
3.	Development Assistance Grant Investment in Development Projects of Concerned Upazila (FY 1983-84 to 1987-88)	21
4.	ILO Productivity Mission Results (Percentage)	25
5.	Opinion of Transferee, Supervisor & Subordinate on The Effect of Personnel Transfer Upon Upazila Activities	45
6.	Activity-wise Opinion of Transferee, Supervisor & Subordinate on the Effect of Personnel Transfer	47
7.	Upazila-wise Opinion of Transferee, Supervisor & Subordinate on the Effect of Personnel Transfer	49
8.	Activity-wise Transferee's Opinion on The Personnel Transfer Effect	51
9.	Activity-wise Supervisor's Opinion on The Personnel Transfer Effect	52
10.	Activity-wise Subordinate's Opinion on the Personnel Transfer Effect	53
11.	Upazila-wise Transferee's Opinion on the Personnel Transfer Effect	55
12.	Upazila-wise Supervisor's Opinion on The Personnel Transfer Effect	56
13.	Upazila-wise Subordinate's Opinion on The Personnel Transfer Effect	57
14.	Cadre and Upazila-wise Personnel Transfer Lead Time (PTLT)	60

<u>TABLES :</u>	<u>TOPIC</u>	<u>PAGE</u>
15.	Frequency of PTLT	61
16.	Comparative Performance Appraisals of Transferee by Subordinates	62
17.	Upazila-wise Psychological Reactions of Transferee	64
18.	Upazila-wise Comparative Psychological Reactions of Subordinates for Their Proceeding and Succeeding Bosses	66
19.	Upazila-wise Personnel Transfer Cost (Government & Personal)	69
20.	Causation of Personnel Transfer	71
21.	Cadre-wise Five Year(1984-88) Personnel Transfer Frequency	73
22.	Upazila-wise Yearly Personnel Transfer Frequency	74
23.	Upazila-wise Five Years(1984-88) Personnel Transfer Frequency	75
24.	Opinion of All Respondents for Personnel Transfer Time-Span	77
25.	Cadre-wise Opinion of Transferee for Personnel Transfer Time-Span	79
26.	Upazila-wise Opinion of Transferee for Personnel Transfer Time-Span	80
27.	Upazila-wise Opinion of Supervisor for Personnel Transfer Time-Span	81
28.	Upazila-wise Opinion of Subordinate for Personnel Transfer Time-Span	82

P R E F A C E

There is a paucity of research in this area both within and outside Bangladesh. This study, for the first time, has attempted to explore various possible effects of personnel transfer (PT). The researcher feels that personnel transfers are not always professionally handled. People's feeling, emotion, needs and aspirations are not appropriately valued. They are, sometimes, sent from pillar to post without due regard to their convenience and inconveniences. This, in one sense, is insolent and harmful for productivity and psychology.

In the past, top politicians and administrators in different forum complained that frequent withdrawal and transfer of project directors affect timely execution of projects. Unfortunately, no studies in this regard were made.

Keeping in view the above idea in mind, the researcher thought that a study in this topic for upazila administration might be interesting. Moreover, this would provide an opportunity to document the above assumption that would guide the future leaders and administrators for appropriate policy formulation.

Chapter-1.0 of this paper provides a historical background of the personnel transfer within the domain of personnel management to impress the reader on the value of human resources. Chapter-2.0 outlines some related theoretical and operational definitions. In this chapter certain new concepts were introduced. Chapter-3.0 discusses the research significance, it's methodology to support the justification and validity of the paper. Chapter-4.0 is the core of the

paper demonstrates results of this research. Some important cases were picked-up and inserted in chapter-5.0. The last chapter was concluded with certain recommendations.

I believe the research will create awariness among administrators for a change in the style of personnel transfer management system. Further, this may motivate researchers of the developing countries including Bangladesh to conduct further studies in this area. For this purpose, the questionnaire appended in this paper would be useful for them.

In carrying out this assignment, I was greatly assisted by the following Evaluation Committee Team Members. Their continuous advise and guidance had motivated me to complete this paper. I am personally indebted to them.

Evaluation Committee

- | | | | |
|----|--|---|----------|
| 1) | Dr. Ekramul Ahsan
Member, Directing Staff | - | Convenor |
| 2) | Dr. S.A. Samad
Member, Directing Staff | - | Member |
| 3) | Mr. Mosharraf Hossain
Director (Administration) | - | Member |

Dr. A.T.M. Shamsul Huda, former Member, Directing Staff (Management & Public Administration) at the initial stage, had inspired me to undertake this studies. I express my heartfelt gratitude to him. Syed Naquib Muslim, Deputy Director having no formal links in this paper had informally assisted me in supplying articles and paper cuttings from time to time. I gratefully acknowledge his generous contribution. Mr. Mahabubuzzaman, Research Associate, inspite of his preoccupation, had assisted me in data collection. I am

(iii)

also grateful to him. Other officers of Research division, finance, administration, library have directly or indirectly helped me a lot. It is not possible to list of all their name. But I pay personal regards to them.

Finally, I express my heartfelt gratitude to personal assistant Mr. Mujibur Rahman who have worked very hard, day and night, in giving the paper a good shape.

Dated, September 1989

MD. SHIRAZUL ISLAM

AN OPINION SURVEY ON THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION

1.0 HISTORICAL PERSPECTIVE :

Personnel Transfer System (PTS), one of the branches of personnel management, is probably the least discussed topic. Management scientists, in historical perspective, have talked much about merit system, recruitment & selection, wages incentives, disciplining & motivation. Unfortunately, PTS lacked this base.

Some 6000 years ago, hiring & firing were main informal personnel functions. Thousands and thousands of slaves, in Egypt, were engaged to construct pyramids and irrigation projects beside the river 'Nile' and termination notified at end. Personnel transfer neither formally nor informally were existed.

The legal code of Hammurabi (2123 - 2081 B.C.) contained certain provisions in personnel areas like employee wages , punishment, personal behaviour, interpersonal relations, however, remained silent about personnel transfer. Confucious (551 or 552 - 479 B.C), Han Dynasty (206 B.C - 220 A.D), Chanakya Kautilya (ca. 332 - 298 B.C) had advocated for merit system to appoint men of proven merit and ability. Appropriate adjustment and readjustment of these men after hiring were not well recognised.

Incremental changes in societies from slavery to serfdom, to free artisan and to handicraft system had effected marginal improvement in personnel field. 18th century industrial revolution in this respect is noteworthy. Mechanical efficiency with cheaper power improved production quality, increased output and lowered unit cost had attracted markets, consequently, had led to massive production, investment, installation of machine and appointment of huge workers. This tied home worker to urban factories. Employer and employee class became prominent. The old society was destroyed. "An historian Arnold Toynbee has noted that two men, Adam Smith and James Watt, were the most responsible for destroying the old England, building a new one, and lurching the world toward industrialization. Smith brought about the revolution in economic thought; Watt, the revolution in the use of steam power¹". This had created complex environment for personnel management. Agrarian and home based workers became unfit for new technology. Kenneth Bruke's statement "People may be unfitted by being fit for an unfit fitness" was proved true. Workers had to be taught the new skills. Skilled workers were rare, loss of one skilled worker could shut down the whole factory. Training and development became catchy had added new dimension in personnel management.

Disciplining and motivation had other important dimensions incorporated into the personnel management during industrial revolution. Absentism during 'Feast days', irregular attendance, machine smashing to protest against labour saving machinery had motivated

the enterprenuer to undertake punitive actions like corporal punishment, imposition of fines, wage cut, dismissal, etc. Higher wages, however, for performance above standard was given. Personnel transfer was not prominent. Enterprenuer would find it easy to sack an employee instead of transferring him somewhere else.

Robert Owen (1771-1958 : father of personnel management), a Scottish textile manufacturer, advocated for employee welfare and recreation, had remained silent about personnel transfer, Civil Service Commissions set up during 18th & 19th centuries were mainly responsible for conducting examinations and appoint candidates. Job rotation was inherent, unplanned and limited scheduled under exceptional circumstances.

F.W. Taylor's (1856-1915), father of scientific management, techniques like time study, motion study, scientific selection and placement, differential price-rate system, planning & scheduling of work, functional foremanship had created a mental revolution for employer and employee to scientifically view an organisation for maximising output. Industrial welfare movement by religious leaders and philanthropist for improved workmen lives both off and on the job had greatly influenced personnel management operations. Need for a separate personnel unit was felt to deal with increased personnel transactions.

In 1910, Plimpton press had created an employment department and named Jane C. Williams as the first employment manager. This was the most advanced personnel department of that time to perform jobs to determine "..... suitability of applicants through 'job analysis', to train and orient workers, maintain performance records, interview each worker once a month, review efficiency ratings every six month for pay increases, to hear grievances, provide a nurse in case of accident or illness, maintain a library of popular and technical magazines and books, help families with financial counselling if needed, provide a lunch room, and other tasks²." Unfortunately, personnel transfer function was not listed signifies its low priority.

Ordway Tead, one of the pioneers of personnel management has used the year 1912 as the approximate date of appearance of modern Personnel Department and by 1920 the term 'Personnel Management' was accepted to deal with whole range of personnel activities. "One authority estimated that as many employment departments were created during 1919-1920 as had been created in all years previously³". This might have formalised the personnel transfer function.

In the Indian sub-continent, "the need for appointment of a personnel functionary emanated from two of the oldest industries viz the cotton textile industry of Bombay and the Jute Industry of Bengal. The cotton textile industry in Bombay and jute industry in Calcutta⁴ made the first appointment of labour officer in 1930".

Unprecedented growth occurred during World War-II. Demand for hiring of many thousands of workers in defence production factories caused the creation of many employment departments. After the war, the industrial machinery gradually changed from war production to consumer production. Millions of men and women left armed forces were seeking civilians employment. These further complicated personnel tasks. By 1945 most organisations had opened a separate personnel department to deal with all activities as we currently see.

Bangladesh inherited the administrative pattern of the British Indian tradition through Pakistan. During Pakistan, there was no personnel transfer policy. Recruitment & selection, limited training and development, disciplinary cases, promotions and demotion were prominent, personnel transfer cases was absent. Service Rules emerged out from Government of India Act, 1935, and issued in May 1953 with certain modifications by the then government of Pakistan was the basic document to handle personnel transfer cases on limited basis. The rules was subsequently adopted in Bangladesh. The rules (BSR Part-1, Rule-24(1)) provide for :

"A Government Servant may be transferred from one post to another; Provided that, except (i) on account of inefficiency or misbehaviour, or (ii) on his written request, he shall not be transferred substantively to, or except in a case covered by rule 65, appointed to officiate in, a post carrying less pay than the pay of the permanent post in which he holds a lien, or would hold a lien had it not been suspended under rule 20."

The above statement is too broad, general in nature, ambiguous and insufficient. This cannot cover all the personnel transfer situations. Consequently, opportunity to apply discretion becomes rampant. The plea "Interest of public Service" is commonly and frequently used. Like the old hat, it was so over used that it had lost it's shape. Normally, a personnel transfer is triggered on the following main grounds:

- * Disciplinary measure
- * Emergency situation
- * Superior Recommendation
- * Complaint
- * Personal request
- * Completion of limited time-span
- * Medical ground
- * Transfer beyond home district

Currently, the maximum tenure of officials shall not exceed 3 years except hill tract districts in which cas maximum tenure is 2 years. After elapse of above time span, each official shall have to be posted elsewhere. Furthermore, the working husband and working wife, as far as possible, be posted in the same station. Office order in this regards dated 6-5-82, 26-6-83, 25-8-83, 20-10-83, 6-11-83 and 1-2-79 are attached (Appendix - 1).

2.0 CONCEPTUAL FRAMEWORK : KEY CONCEPTS

In this chapter, we shall discuss some important concepts pertaining to this project. Both theoretical and operational definitions of terminologies were delineated.

2.1 Personnel Transfer System (PTS) :

The terms 'personnel transfer' and 'system' have got different connotation. First, we want to discuss these two terms separately and then integrate so that a clear and distinct idea can be obtained.

Let us now examine the term 'personnel transfer'. What we really mean by it ? How it is found in the day-to-day administration ? How many dimensions are there ? All these and other related issues shall be discussed in this section.

2.1.1. Personnel Transfer :

By personnel transfer, we generally mean change in job assignment without any change in pay and status. Such changes may occur within the same department or same organisation with different responsibilities or same responsibilities but different job location. These have been shown in the following 3x3 Personnel Transfer Matrix (PTM) :

- A. Intra-organisational
- B. Inter-organisational

A. INTRA - ORGANISATIONAL :

Organi- sation	Job Location	Function
Same	Same	Different
Same	Different	Different
Same	Different	Same

EXAMPLE

- The Asstt. Director of BPATC transferred from Accounts to Personnel Dpt.
- The Upazila Magistrate, Savar transferred to Dhaka Collectorate as RDC
- The Upazila Magistrate transferred from Tetulia to Teknaf

B. INTER - ORGANISATIONAL :

Organi- sation	Job Location	Function
Different	Different	Different
Different	Different	Same
Different	Same	Same

EXAMPLES

- The Upazila Magistrate, Savar transferred as Asstt. Director of the BPATC
- The Asstt. Secretary(Personnel), Ministry of Agriculture transferred to Ministry of Fisheries as Asstt. Secretary(Personnel)
- The Minister for Agriculture requested the services of the Private Secretary to the Director General based at the Directorate office

Bardwick in order to alleviate the stress of content plateauing proposed following transfer dimensions :

- (i) "Simple horizontal transfers - people are transferred from one job to another (Figure - 1, page 10).
- (ii) Complex horizontal transfers - Involve altering jobs, creating essentially new positions by combining old and new responsibilities (Figure-2, Page- 10).
- (iii) Job clustering - Several people in related positions are grouped together. Each has some specific, permanent responsibilities, and they all share work from a common pool of responsibilities, the tasks remain pretty much the same but, like the pieces in a kaleidoscope, they get redistributed every so often, so that everyone gets relatively continual infusion of novelty(Figure-3, Page-10).
- (iv) Vertical and horizontal transfers - If the difference between grades is not too great, more elaborate change can be, shifting some responsibilities vertically as well as horizontally. If possible, a task reassignment from lower grade should be balanced by one from a higher grade. It should be made clear that this does not involve either a promotion or a demotion but is, instead, to avoid content plateauing (Figure-4,Page-10).⁶"

Figure 1. Simple horizontal transfers.

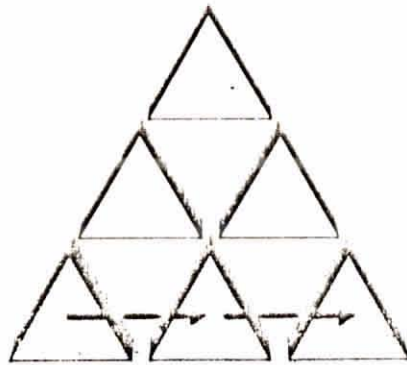


Figure 2. Complex horizontal transfers.

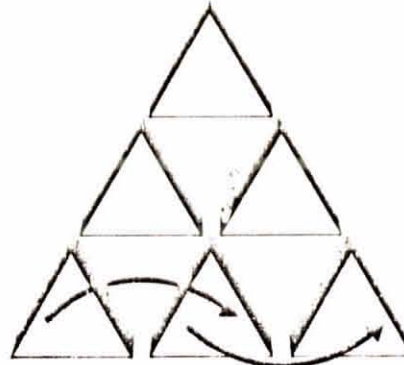


Figure 3. Job clustering.

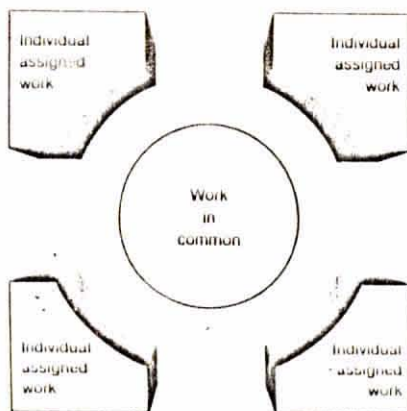
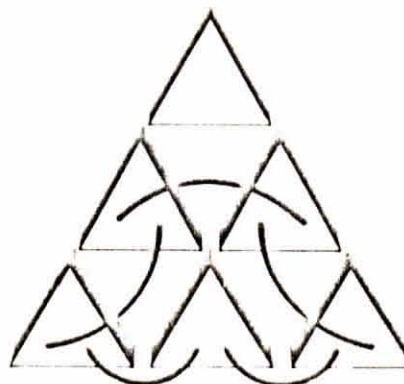


Figure 4. Vertical and horizontal transfers.



Personnel transfer, sometimes, entail a decrease in job duties and especially in pay. Normally this weapon is used to protect employment of a more qualified and senior employees from possible lay-offs. During lay-off time they are downgraded to less desirable and or lower rated jobs bumping less qualified or juniors i.e., seniors ousts the juniors. This is mostly found in industries usually for blue-colloured people. Transfer as 'Officer-on-Special Duty' (OSD) in government services are glaring examples of this type. Such transfer, sometimes, occurs on punitive reasons and sometimes for reorganisation and readjustment.

Paul Pigors and Charles A. Myers described personnel transfer as "the movement of an employee from one job to another on the same occupational level and at about the same level of wages or salary. No appreciable increase or decrease in duties and responsibilities is involved, although there may be a change in their specific nature and in working condition⁷".

Michael J. Jucious refers personnel transfer as the "job changes in which the pay, status, and conditions of the new positions are approximately the same as of the old".

Bangladesh Service Rules provided legal definition of transfer. As defined under the rules "Transfer means movement of a Government servant from one position to another either -

- a) to take up the duties of a new post, and
- b) in consequence of a change of his headquarters."

For our study deputation is transfer but such transfer occurs beyond the department where the employee permanently belongs. This has got the support of Bangladesh Service Rules. The rules provide for :

"Deputation means the appointment or transfer, through the process of selection, of Government servant to a post in a department or service altogether different from the one to which he permanently belongs"

It is now evident that any change in assignment and/or job location without changing terms and conditions of service of an employee shall mean personnel transfer.

Now, the term 'system' is outlined.

2.1.2 System :

Sometimes we talk about a computer system. Let us try to examine why we consider computer as a system ? In every computer, whether micro, mini or main frame, we see certain basic devices, input devices called CPU and the output devices like printers. All these devices combined together gives us the desired information. The whole package of the computer is called the computer system.

"The Systems concept was borrowed by the social scientist from the exact sciences, specifically from physics, which deals with matter, energy, motion and force. All of these items lend themselves to exact measurement and obey certain laws. In science, a system can be defined in very precise terms and in mathematical equations that describes certain relationships between variables. This type of definition, however, is of little use to the social scientist and the practicing manager.¹¹"

In social science, we will try to give a non-mathematical workable definition suitable for our purpose. A system is here defined as :

"a set of elements together with relationships between the elements connected or related to each other and to their environment in such manner as to form an entirely or a whole.¹²"

The Figure - 5 will give us a complete and comprehensive idea of a system. This has got wide application in every fields of social sciences and included following main ingredients that constitute a system

- * Input (s)
- * Process (es)
- * Output (s)
- * Feedback
- * Boundary and
- * Environment

Figure-5 : Systems and Environment

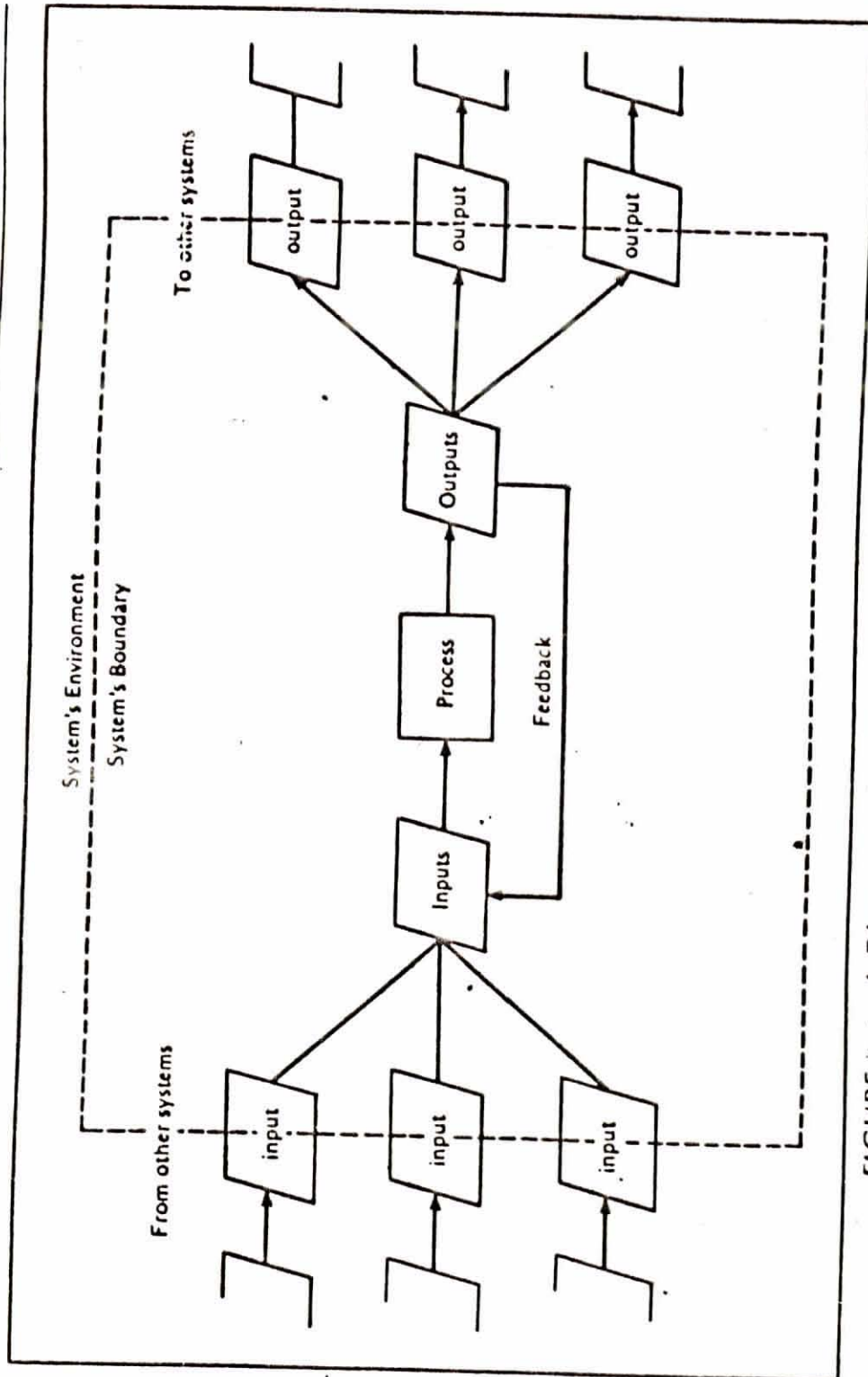


FIGURE A Diagrammatic Presentation of a System.

Further, it is evident from the figure that input to one system may be the output of another system and output of that system becomes input for another system and so on. Say for example, the information supplied by the computer becomes input for managerial decision making process.

Now, the question arises, why we call personnel transfer as a 'system'? This is better clarified through the following network diagram (Figure-6, Page-39). In diagram we have identified the main input(s), process(es), output(s) and other environmental factor(s) that are involved in the personnel transfer system. Main inputs include are : Personnel, budget and materials and equipment. These inputs are processed to transform into output using certain management tools such as transfer policy, rules regulations, reports recommendations, precedences, past files & other records. Transfer executed following this process is called output of the system and include Transfer order, release from the existing job location, and accepting new assignment.

This system is a open systems, not closed one and is susceptible to influence by external environment. Possible external influence may include Supervisor, politicians, local elites, business magnet, public complaint, etc. For this reason, environmental forces have been presented within dotted lines to serve the purpose as cell membrane. It indicates interrelationship between the system and the environment. There is chances of influence and intervention by the external forces.

Transfer orders not always serve the purpose for which it was initiated. Mistakes in issuance of such order is inherent. Sometimes, non-compliance, cancellation of orders generate. All these comes back to the original position for future processing is called feedback of the personnel transfer system.

Hopefully, this explanation combined with the network diagram presented in figure - 6 will justify the concept 'Personnel transfer system'.

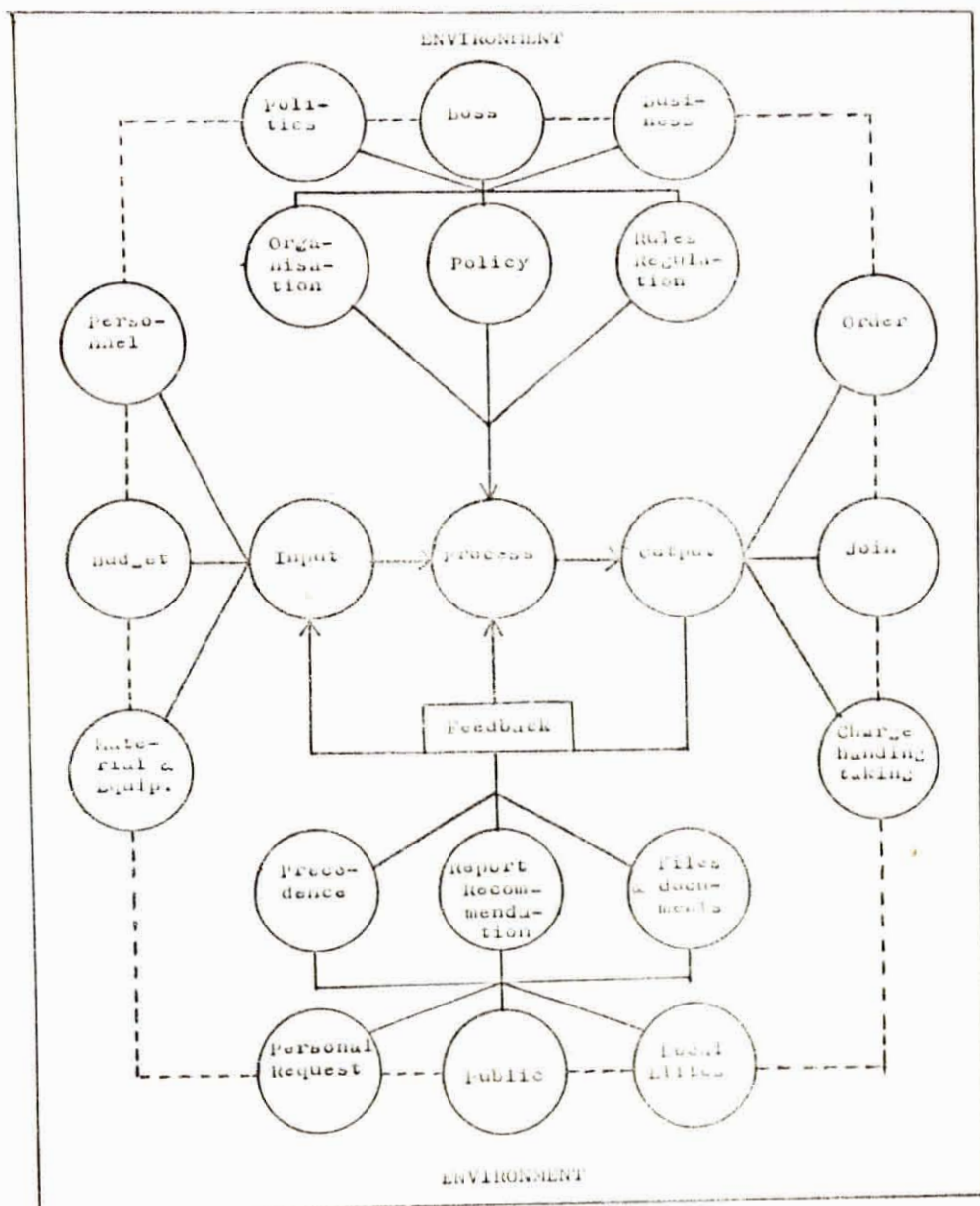


Figure-6 : Personnel Transfer System Network

2.2 Upazila Administration :

For this study, upazila administration means the unit of administration constituted vide 'The Local Government (Upazila Parishad and Upazila Administration Reorganisation) Ordinance 1982.

President Ershad, as a part of his decentralization program, has upgraded the age-old Thana into Upazila. This policy was aimed at bringing the administration to the door steps of the people and to facilitate their effective participation in administration and development process. The process of upgradation has been set into motion pursuant to the Resolution of the Government, dated 23rd October, 1982 (Appendix - 2). The Resolution divided upazila functions into following two broad categories :

- 1) Retained subjects - This includes regulatory functions and major development activities of national and regional regional coverage; and
- 2) Transferred subjects - This includes all local level development activities.

Major functions vested in the upazila are exhibited in Appendix - 3.

The officers dealing with retained functions have been made answerable to Upazila Parishad. This means that the concerned officer is liable to submit report if called for, by the Upazila Parishad. Upazila Parishad will simply coordinate and not directly control and supervise day-to-day activities while the officers responsible for transferred functions are 'accountable' to the Parishad for the whole range of their activities including their conduct.

Upazila Administration, therefore, for the purpose of this study shall be construed as the unit with its staff and functions defined in the relevant law. A network of the administration is presented in Appendix - 4.

2.3 Development Projects :

Any activity initiated and implemented within the territorial limit of the upazila and financed out of the Annual Development Program (ADP) allocation of the Government of Bangladesh shall mean development projects for the purpose of this study. After creation of the upazila system, the government, in each year, makes provision of lump grant out of its national development exchequer for investment at the local level. This money is spent on transferred subject areas (Appendix - 3) to carry out development activities. Until 1986-87 a total of Taka 1696.25 crore, so far, were allocated for such development activities in Upazilas. An year-wise ADP allocation for Upazila development programs are shown below :

Table- 1: Year-wise ADP Allocation
for UZA

(Figures in CRORE TAKA)

Year	Upazila ADP amount	% of ADP Taka Allocation
1982-83	130.00	7.17
1983-84	343.25	18.15
1984-85	423.00	22.50
1985-86	425.00	25.17
1986-87	375.00	18.75
Total	1,696.25	

Source: Faizullah, Mohammad, Development of Local Government in Bangladesh, NILG, 1987 p. 76

To ensure productive utilization of the investment by Upazila Parishad in conformity with national plans, programs and priorities, the Planning Commission has issued guidelines apportioning sectoral investment for such development projects. The guidelines first issued in 1983 were revised in July 1985. Apportionment of ADP Sectoral investment per revised guidelines are demonstrated below :

Table-2 : Revised Sectoral Apportionment of ADP Development Assistance Grant

Sl.No.	Sector	Apporntionment in percent	
		Minimum	Maximum
1.	Agriculture & Irrigation	15	25
2.	Small & Cottage Industries	5	10
3.	Transport & Communication	17.5	30
4.	House Building & Physical Planning	10	17.5
5.	Socio-economic Infrastructure	5	12.5
6.	Health & Social Welfare	7.5	15
7.	Sports & Culture	2.5	7.5
8.	Rural Public Works	5	7.5
9.	Miscellaneous	2.5	5

Source : Guidelines for Upazila Parishad, Planning Commission(July 1985).

The Upazila studied under this research obtained total Development Assistance Grants Taka:1,453.02 Lakhs from ADP for the financial year(FY) 1983-84 to 1987-88(Table - 3). This fund as locally spent on specific activities within defined sectoral programs shall be construed as development projects. It shall not, however, include any special project or projects of national and regional coverage financed and/or undertaken centrally and/or by any other donor agency(ies).

Table-3 : Development Assistance Grant Investment in Development Projects of Concerned Upazila(From FY 1984 to 1987 - 88)

(Figures in Lakh Taka)

Sl. No.	District	Upazila	TEAR					Total
			1983-84	1984-85	1985-86	1986-87	1987-88	
1.	Bandarban	Bandarban	15.00	30.00	35.00	32.28	23.26	135.54
2.	Sylhet	Biswanath	50.00	38.12	38.15	31.92	12.94	171.13
3.	Gazipur	Gazipur	15.00	53.54	48.07	36.08	26.90	179.89
4.	Jamalpur	Melandaha	50.00	45.95	44.76	34.91	23.90	199.52
5.	Bagerhat	Morrelgonj	50.00	56.43	56.97	50.81	28.88	243.09
6.	Narayanganj	Narayanganj	15.00	51.72	44.15	35.32	22.88	169.07
7.	Dhaka	Savar	30.00	53.12	46.41	37.76	25.75	193.04
8.	Panchagarh	Tetulia	50.00	32.00	28.83	31.09	19.82	161.74
Total :			275.00	361.18	342.34	290.17	184.33	1,453.02

Figure of 1987-88 are only upto June 1987.

Source : Faizullah, Mohammad, Development of Local Government in Bangladesh, NILG, 1987. pp 242-263.

2.4 Efficiency :

This research do not accept the traditional input based concept of efficiency modelled by economists and subsequently borrowed by management scientists. This concept may be suitable for productive sector but does not fit in service sector particularly in upazila administration. Consequently, efficiency need be viewed in broader perspective.

The term efficiency is not something to be defined once and for all. This is situational and is not limited within fixed specification. It's forms and nature may vary with circumstances. Sometimes, quantity of units produced with least resources is termed as efficiency while quality of output is not negligible.

Increased quantity of output is not always indicator of efficiency. Increased output with lower quality and low demand is not economic. Decrease in output might be economically beneficial if the changes lead to increased quality production, which may in turn lead to greater demand. Say for example, a company produces two car at a total cost of Taka 8 lakhs (Average cost 4 lakhs taka) remained unsold for a long time because of low quality. This is idle investment as long as money remained blocked. Interest on capital had to be paid, reinvestment would be delayed, inflation will lower down money value.

All these may prove uneconomical. If the company would produce one good quality car, instead of two, at a cost of even Tk.5 lakhs would not matter much if it would have high sales turnover and brings high margin. Lower employee turnover rate, absenteeism, increased safety also affect efficiency of an organisation. These are costly elements. Therefore efficiency and inefficiency should not be solely conceived in terms of increased or decreased amounts of unit production, but should take into account changes of a qualitative kind.

Time to perform a task is another important dimension of efficiency. Time is now considered valuable resources which needs be managed. To bring efficiency in projects, network planning technique has been introduced to implement a project within the best possible time. It is assumed if a project can be completed within best possible time will substantially reduce the project cost. Here, "efficiency means either achieving a "target" time for a project with the least use of resources, or completing a project in the shortest overall possible time with the fixed resources available.¹³"

In clerical jobs, time constitute important factor for efficiency. Say for example, Mr. X, a clerk, took one hour time to write one page note for a particular case. If the same note

proposal is written by Mr. Y, another clerk, within half an hour time, Mr. Y can certainly be labelled as more efficient. Therefore, it is evident that time to process a file, to dispose of a case or to process an invoice or to complete a project is important indicator of efficiency.

Some empirical evidences proved that without any new investment, technological change or change in any purchasable inputs, efficiency may rise. Certain invisible factors determine such efficiency. Harvey Leibenstein in his book "Beyond Economic Man : A New Foundation for Microeconomics" called this as X-efficiency. He quoted a table developed by Kilby that summarizes a number of ILO productivity mission results showing effects of X-efficiency for specific firms. This can be attained through simple reorganisation of the production process such as plant layout reorganisation, material handling, waste control, work methods and payments by results as evidenced in Table- 4¹⁴.

Efficiency should be sustainable, Sudden and sporadic attainments if immediately declines cannot be termed as efficiency. Say for example, an organisation continuously running at a loss if earns super profit in any particular year cannot be said as efficient unless the flow of profit can be maintained over the subsequent years.

Table 1. ILO productivity mission results (percentages).

Factory or operation	Method ^a	Increase in labor productivity	Impact on the firm (unit cost reduction)	
			Labor savings	Capital ^b savings
<i>India</i>				
Seven textile mills	—	5-250	5-71	5-71
Engineering firms				
All operations	F, B	102	50	50
One operation	F	385	79	79
One operation	F	500	83	83
<i>Burma</i>				
Molding railroad brake shoes	A, F, B	100	50	50
Smithy	A	40	29	20
Chair assembly	A, B	100	50	50
Match manufacture	A, F	24	19	—
<i>Indonesia</i>				
Knitting	A, B	15	13	—
Radio assembly	A, F	40	29	29
Printing	A, F	30	23	—
Enamel ware	F	30	23	—
<i>Malaya</i>				
Furniture	A, D	10	9	9
Engineering workshop	A, D	10	9	9
Pottery	A, B	20	17	17
<i>Thailand</i>				
Locomotive maintenance	A, F	44	31	31
Saucepan polishing	E, D	50	33	—
Saucepan assembly	B, F	42	30	—
Cigarettes	A, B	5	5	—
<i>Pakistan</i>				
Textile plants	C, H, G,			
Weaving		50	33	33
Weaving		10	9	9
Bleaching		59	37	37
Weaving		141	29	29
<i>Israel</i>				
Locomotive repair	F, B, G	30	23	23
Diamond cutting and polishing	C, B, G	45	31	—
Refrigerator assembly	F, B, G	75	43	43
Orange picking	F	91	47	—

^a A = plant layout reorganized

B = machine utilization and flow

C = simple technical alterations

D = materials handling

E = waste control

F = work method

G = payment by results

H = workers training and supervision

^b Limited to plant and equipment, excluding increased depreciation costs.Source: Peter Kilby, "Organization and Productivity in Backward Economies," *Quarterly Journal of Economics*, 76:305 (May 1962).

In view of the above, efficiency is a continuous multidimensional process of ensuring positive quantitative and/or qualitative change in output, return or results, over and above the set norms and standards by reorganising and/or minimising investment of visible and/or invisible factors like purchasable inputs, time, energy, work simplification, technological alterations, policy amendments, office and plant layout, training, supervision and monitoring, waste control, material handling and so on.

2.5 Transfer Cost :

Transfer cost means cost associated with the transfer of an officer as defined within the scope of this study from one Upazila to another Upazila and shall include expenses reimbursed by government and/or actual personnel direct and indirect expenses in connection thereof.

When Government approved expense in connection with the transfer is insufficient, an officer is required to pay extra expenses out of his own pocket. Such personal expenses over and above the government allowance shall also be considered as transfer cost for the purpose of this study. The personal cost, however, be of two types :

- i) Direct cost; and
- ii) Indirect cost

- i) Direct Cost shall include those actual personal expenses directly related to the transfer and incurred during the course of, and in connection with the travel on transfer. More specifically, any expenses on account of travelling and daily allowance, luggage charges and other incidental expenses paid out of own pocket and is not reimbursable by the government shall be treated as direct cost.

- ii) Indirect Cost shall include any expenses other than government allowable expenses and direct expenses as discussed above. These expenses are not directly related to the transfer and/or travel. These are indirect in nature required to pursue transfer order cases and files for transfer as a desired location. Expenses include in the form of gift, tips, other gratification not permissible under law, shall come under this category.

Total composition of transfer cost, therefore, would be as follows :

TRANSFER COST

COST ITEMS	TAKA AMOUNT
i) <u>Government Expenses :</u>	
a) Travelling and Daily Allowance	XXX
b) Other Expenses (if any)	XXX
SUB - TOTAL :	XXX
ii) <u>Personal Expenses :</u>	
c) Direct Expenses	XXX
d) Indirect Expense	XXX
SUB - TOTAL :	XXX
TOTAL TRANSFER COST(i+ii above):	XXX

3.0 RESEARCH & METHODOLOGY

3.1 Research :

3.1.1 Significance :

Job performance of an individual mainly depends on three factors, the ability, willingness and the favourable environment. These are highly correlated and in absense of one another, performance becomes zero. Mathematically job performance may be defined as a function of ability X willingness X Environment as represented symbolically :

$$P = f (A \times W \times E)$$

Where A = Ability; W = Willingness;

E = Environment and f = Function.

Say for example a Typist, who has got the requisite typing skill but is an unwilling fellow, his skills and abilities would remain unexplored. Side by side, an willing fellow who do not possess the requisite skills would be ineffectivive. Furthermore, the typist has got both the abilities and the willingness but is out of any machine. It means the environment is not supportive to perform tasks. Consequently, his level of performance is bound to produce nothing.

Any change in 'A', 'W' or 'E' will change the level of performance and have cybernetic effects as calculated below :

- Example-1 : If $A=4$; $W=2$; $E=0$, then $P=4 \times 2 \times 0=0$
 Example-2 : If $A=4$; $W=0$; $E=2$; P would be $4 \times 0 \times 2=0$
 Example-3 : If $A=0$; $W=4$; $E=3$; P would be $0 \times 4 \times 3=0$
 Example-4 : Conversely, if $A=4$; $W=3$; $E=2$ P would be $4 \times 3 \times 2 = 24$

'A' & 'E' are tangible factors while 'W' is a very complex inner phenomenon. Sound personnel program, rigorous selection and recruitment procedure, post-entry training and development program can raise the ability; the supervision, leadership and other resource supports can ensure better environment but cannot guarantee application in real job situation. It depends on the man, his willingness and psychological make-up. Personnel transfer can be an effective tool in this respect to maintain and develop willingness, attitude and morale of an employee if it is carefully planned and handled.

Personnel transfer should not occur for the sake of transfer. Frequent and sporadic personnel transfer may negatively affect the psychology of the transferee, his supervisor, subordinate and other related people. Transfer beyond desire of an employee creates resentment. This resentment, sometimes, is expressed in reduced work effectiveness, demonstrates low morale, militant attitude, frustration, vehemently criticises management, organisation, superior officer. Relations are alienated, lacks sense of belongingness and demonstrates other unreasonable and undesirable behaviours.

Personnel transfer involves cost in the form of travelling allowance, daily allowance and other incidental charges. Government pays these allowances out of the national exchequer. These allowances, sometimes, are insufficient to cover, actual personnel transfer cost, consequently, transferee personally had to bear the extra expenses. This might cause extra financial hardships to him and to his family.

Personnel transfer from one location to another location consumes time. Upon receipt of the transfer order the officer cannot join the ^{new assignment} unless he is released by his supervisor. Delay in issuance of release order, sometimes, may create tension and anxiety. Stand release orders often occur, create undue pressure to shift family quickly. Charge handing and taking over may cause delay. The transferee may require time to acquaint with the job and job environment. The level of proficiency before and after transfer may be affected. Moreover, occurrence of one transfer often triggers one or more other transfers to fill slots at other locations.

Modern personnel management recognises personnel transfer as a strategy to make appropriate adjustment and readjustment of human resources within an organisation. It's aim is not to fit the man with the job and the environment but fit the job and the environment with the man to explore best human potentials for maximising organisational efficiency.

Considering the importance and the effects, the study has been planned to direct its efforts to validate the following hypotheses :

3.1.2 Hypotheses :

Hypothesis-1 : Frequency of personnel transfer affects efficiency in development projects.

Hypothesis-2 : Frequency of personnel transfer affects efficiency in administration, judiciary and other activities.

Hypothesis-3 : Personnel transfer, sometimes, negatively and sometimes positively related to psychology of transferee, his supervisor, subordinate and others.

Hypothesis-4 : Personnel transfer positively correlates transfer cost, both personal and government.

Hypothesis-5 : Personnel transfer consumes time to become proficient and to undertake new assignment.

Personnel transfer cannot be a panacea to cure all the diseases but it can help improving the situation. One should not think alleviating the problem but should expect minimizing its effects through incremental process. Planned Personnel Transfer System(PTS) can play this role.

3.1.3 Objectives :

The hypotheses are now translated into project objectives. These were determined to redefine the role of the researcher in more clear terms.

Objectives are :

- i) Determine impact of personnel transfer on Annual Development Programme(ADP) financed development projects, administration, judicial and other activities;
- ii) Assess social and psychological condition of the transferee and other related persons;
- iii) Determine transfer costs both government and personal;
- iv) Determine ideal time-span for personnel transfer system;
- v) Propose solutions as deem necessary by the study.

3.2 Methodology :

3.2.1 Respondents :

Main thrust of this study was clustered around officers of the salary scale (Modified New Scales of Pay, 1985) Taka 1650/00 and above deputed in the upazila parishad. Both retained and transferred subjects were considered. The rationale for the selection of the respondents is dictated by their key responsibilities in upazila administration. Furthermore, it was apprehended that the frequency of personnel transfer of such officers are much higher than that of other subordinate officers and staff of the upazila. Consequently, these officers had obtained priority over others. Out of 9 doctors working in upazila, only Health & Family Planning Officer(UH&FPO) was included. The researcher believes that the UH&FPO, as the Unit head, can supply the desired information on behalf of other doctors. The cost of additional scanning would outweigh the marginal benefits likely to accrue. When the UH&FPO is absent or not on post, only in that case, other doctors were considered.

A list of respondents have been prepared and presented in section 3.2.3.

PTS affects other people, those who are at the top and those who stay below. Thus, reactions of the superior and the subordinate need be unveiled. These superior-subordinates were the

ancillary respondents and separate questionnaire for each of them were designed (Questionnaire 2 and 3 Appendices 5 & 7).

The agency(ies) that implement(s) PTS also have got links with this study. Data pertaining to Personnel Transfer Policy(PTP), it's operation, transfer cost and other related issues were important. This necessitated the need for designing separate questionnaire for them (Questionnaire-4 in Appendix-8).

3.2.2 Locale :

Keeping in view the time and resource constrains, only 8(eight) upazilas were selected. This selection was based on purposive sampling having certain criteria in mind. It was presumed that personnel transfer and it's consequent results would vary with location. Some upazilas may be more preferable than others depending on whether the upazila is located in town or adjacent to town or backward areas. Accordingly, interest, pressures and consequent effects on each upazila would be prominent and distinguishable. Names of the upazilas with selection criteria are shown below :

Sl.No.	Upazila	District	Criteria	Assumption
1.	Bandarban Sadar	Bandarban	Disturbed & Backwardness	People may be less motivated to go there
2.	Biswanath	Sylhet	Neutral situation	Neither remote nor town
3.	Gazipur Sadar	Gazipur	i) District town ii) City adjoining	People may be much more motivated to remain nearer to city
4.	Melandaha	Jamalpur	Same as Sl.(2)	Same as Sl.(2)
5.	Morrelganj	Bagerhat	Sundarban	Some people may prefer Sundarban
6.	Narayanganj Sadar	Narayan- ganj	As Commercial & Industrial Area	People may prefer to stay more
7.	Savar	Dhaka	City adjoining	Same as Sl. (6)
8.	Tetulia	Pancha- garh	i) Border effect ii) Remoteness	Environment and culture may be fascinating and remoteness may be painful

3.2.3 Data Collection Procedure :

Data were obtained through the following two Sources :

- i) Primary Source: There has been paucity of research in this area. Consequently, this study was mostly based on primary source. For this, questionnaires were devised to know reactions of different groups: the top, below, the personnel transfer initiating agencies of the transferee and the transferee himself as listed below :

Questionnaire Number	Respondent Category	Total Response
1	Transferee	85
2	Supervisor	23
3	Subordinate	81
4	Personnel Transfer initiating agency/ outhority	6
		195

The basic questionnaire (Questionnaire-1, Appendix- 5) first pretested at Savar Upazila during late September 1988 was finalised with a minor modification. Data collectors were given training on the final questionnaires. They were explained each and every question, how to fill it up, what is the aim of setting such a question, what are the scope and objectives of the study, the structure of the upazila administration, how to approach the respondents etc.?

A covering letter alongwith appropriate questionnaire was mailed to all concerned respondents from early October, 1988 by the Member, Directing Staff (Research and Consultancy) Dr. Enamul Ahsan seeking all reasonable assistance and cooperation. Thereafter, data collectors personally had visited each upazila with the same letter and questionnaire, stayed there, personally interviewed respondent, got the questionnaire filled-up. Some respondents were reluctant to fill-up the questionnaire. The data collector waited for reasonable period for them to get the questionnaire hand to hand but failed. Some other respondents had retained the questionnaire and committed to return by mail lateron. Reminders sent had resulted negligible response; 'A Real Tragedy in Research'. Of course, there were some willing fellow who highly appreciated the research. They expressed their reaction by writing

personal letter and offering additional comments in the questionnaire.

- ii) Secondary Source : The data on history and concepts have been drawn mainly from published literature, books, journals, reports and other materials. These were mostly available in Bangladesh Public Administration Training Centre (BPATC) library. Author's personal stocks were also used. The review and search process continued until the researcher became fully satisfied. Personal knowledge and ideas were also incorporated in writing the history and the concepts.

3.2.4 Limitations :

As a young researcher, I gained bitter experience in data collection. Environment in Bangladesh seems unfavourable to me. People are apathetic and gives lowest priority in filling research questionnaire. Sometimes, they demonstrate lame excuse and talk about their pre-occupation. Data collector had to ramble around the respondent officer for long 10-15 days in each upazila, sometimes, followed by negative response with assurance to mail later on. Very few questionnaires, of course, were received by such mail. This is most unfortunate situation for conducting research.

I donot belive, filling a questionnaire is a difficult job for respondents like upazila officers. This is neither difficult nor time consuming job, lack of mind and poor attitudes may be disgnostic reasons

behind this. There were, certainly, some motivated fellow who were highly cooperative and helpful. The research would not materialise without their assistance.

The respondents cannot be blamed always. They might have some genuine displeasure in their mind. Mere conducting a research should not end in itself unless its results are blossomed to them. There is a general feeling that research remains as research and romps within 'Wooden Rack'. This belief has not developed overnight rather fostered from long time. This may happen partly because people are unaware of research benefits and partly because of inaction. A senior officer like upazila Nirbahi officer have commented "..... whatever you (Researcher) tell us to write, we know, it will be of no use to a orphan like us, unnecessarily, we are wasting time in filling this questionnaire". His original bangla comment is quoted below :

"যতই আমাদের দিয়ে লিখে নিব - আমার মত অনাথদের কোন লাভ হবে
এটা জানি। বৃথা কাজের সময় নষ্ট করতে চাই না।"

These are the typical common problems encountered by researchers. There are other problems specific to this research.

Some respondents demonstrated reservations in furnishing certain informations like budget and cost figures, individual accomplishment, project implementation status etc. They apprehended that these might disclose their weaknesses. They were assured that those informations would, purely, be used for research purpose, not for anything else, and that no individual respondent officer would be named in the research. This had, to some extent, reduced their apprehension but could not eliminate fully.

Upazila Chairman, in most cases, were beyond proximation. Very poor responses were obtained from them. Reminders had produced no effect upon them. As the head of upazila parishad, their contribution in research were very important. Unfortunately, their negligible response had diminished the research effectiveness.

As the personnel transfer order issuing authority, questionnaires (Questionnaire-4) were sent to all Divissional Commissioners. Several reminders were given, Regional Public Administration Centres (RPATCs) were requested to pursue and collect questionnaires. No timely responses were obtained. Accomplished questionnaires were received long after the finalisation of the research paper.

Some respondents considered filling questionnaire as extra workload beyond defined job responsibilities. Consequently, some reluctance were noted.

Record management system in upazila offices are traditional. Project management informations are crude and unscientific. Project plans and activity schedules are not maintained. Net-work planning and control techniques are not followed. Consequently, variance analysis and its causes could not be identified. Past years records and documents were not easily available. These caused deviations in collecting desired information.

When data collection was moving in full-swing, Civil Courts remained closed. This was the yearly holiday enjoyed by all judges of Civil Courts. This had diminished information in this area.

Attention diverted towards post-flood rehabilitation programme at each upazila imbalanced the data collection. TAIFUN' (Cyclone) in Morrelgonj have also affected the data collection. People were more busy in salvage operation. Consequently, filling questionnaire got cool response.

4.0 SURVEY FINDINGS

4.1 Impact on Upazila Activities :

All data and information presented in this section are purely respondent's own views and is not supported by empiricism. The researcher merely administered structured questionnaire as appended to secure opinion of respondents. The opinion survey data were then processed and tabled in this section. The questions asked aimed at obtaining prima facie idea of what happens on upazila activities like development projects, administrative, judicial and other tasks upon personnel transfers so that future specific indepth follow-up studies can be scheduled.

Individual respondents were requested to indicate their personal feeling whether personnel transfer have any negative, positive or no effect on upazila activities. The negative and positive effects were again sub-divided into common two categories viz 'always' and 'sometimes' as shown below :

NEGATIVE EFFECT		POSITIVE EFFECT		NO EFFECT
Always	Sometimes	Always	Sometimes	

The above category was planned to provide alternative options for respondents and to secure more relevant information. Further the above negative and positive effects were explained in the questionnaire so that respondents can rightly and consistently exercise their opinion. Negative effect were defined

as any effect that hampers or delays progress of work, whether administrative, judicial, projects or other activities of the upazila while positive effect would mean any effect that expedites or hasten-up the above works. No effect, however, shall mean neither negative nor positive effects. Alternatively, it means effect that neither hampers or delays nor hasten-up progress of above works.

An individual respondents had expressed opinion over more than one items of activities. These were processed and presented in various dimensions as shown in tables 5-13. An account of such tables are given below :

<u>Table No.</u>	<u>Nomenclature</u>
5.	Opinion of Transferee, Supervisor & Subordinate on The Effect of Personnel Transfer Upon Upazila Activities;
6.	Activity-wise Opinion of Transferee, Supervisor & Subordinate on The Effect of Personnel Transfer;
7.	Upazila-wise Opinion of Transferee, Supervisor & Subordinate on The Effect of Personnel Transfer;
8.	Activity-wise Transferee's Opinion on The Personnel Transfer Effect;
9.	Activity-wise Supervisor's Opinion on The Personnel Transfer Effect;
10.	Activity-wise Subordinate's Opinion on The Personnel Transfer Effect;
11.	Upazila-wise Transferee's Opinion on The Personnel Transfer Effect;
12.	Upazila-wise Supervisor's Opinion on The Personnel Transfer Effect;
13.	Upazila-wise Subordinate's Opinion on The Personnel Transfer Effect.

Table-5 Presents responses of transferee himself, his supervisor and subordinates on personnel transfer effects upon upazila projects, administrative, judicial and other activities. Out of total 573 responses, 440(76.79%) shows

negative effects. Out of these negative effects, 32.88% (188 responses) have reported that activities are 'always' negatively affected while 43.98% (250 responses) are 'sometimes' negatively affected. Only 10.12% (58 responses) shows positive effects while 13.09% (75 responses) shows no effects. The results show adverse opinion on personnel transfer. This means personnel transfer has negative correlation with upazila activities. More frequent the transfer more deteriorating would be the upazila condition. This confirms the hypotheses 1 & 2 of this research.

With regard to negative effects, the table shows close resemblance between transferee and his supervisor's opinion, the former being 72.40% and the later 73.98%. The subordinate's opinion in this respect is the highest (82%).

The table confirms very negligible positive effects of personnel transfer, transferee 13.20% (highest), subordinate 8.80% (2nd highest) and supervisor 4.10% (lowest). This opinion again confirms the above assumptions.

Table-5: Opinion of Transferee, Supervisor & Subordinate on The Effect of Personnel Transfer Upon Upazila Activities

Respondents	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaffected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Sometimes	Sub-Total	Always	Sometimes	Sub-Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1. Transferee	80 (32.00)	101 (40.40)	181 (72.40)	15 (6.00)	18 (7.20)	33 (13.20)	36 (14.40)	250 (100)
2. Supervisor	21 (28.77)	33 (45.21)	54 (73.98)	0 (0)	3 (4.10)	3 (4.10)	16 (21.92)	73 (100)
3. Subordinate	87 (34.80)	118 (47.20)	205 (82.00)	12 (4.80)	10 (4.00)	22 (8.80)	23 (9.20)	150 (100)
GRAND TOTAL :	188 (32.88)	250 (43.98)	440 (76.79)	27 (4.71)	31 (5.41)	58 (10.12)	75 (13.09)	573 (100)

Figures in parentheses indicate percentage

Table-6 demonstrates activity-wise personnel transfer effects. Opinion of transferee, supervisor and subordinate against each item of activity were obtained and presented in this table.

The table transpires that the development projects, amongst all activities in the upazila, are most negatively (89.22%) and least positively (4.80%) affected. In both ways the result is discouraging. Only 5.98% (lowest) opinion, however, were in favour of non-effects. It means 94.02% cases, personnel transfer has either negative or positive effects on development projects. The trend reveals even relationship in case of negative effects between personnel transfer, and development project i.e., the more the personnel transfer, the more would be the deteriorating condition of development projects while inverse relation subsists in case of positive effect i.e., more and more personnel transfer would have less positive effects.

Judicial, administrative and other activities, like development projects, are also susceptible to personnel transfer and show negative, positive and non-effects. Judicial 74.15% negative (second highest), 8.84% positive (third highest) and 17.01% non-effects (highest); administrative 73.57% negative (third highest), 10.92% positive (second highest) and 15.51% non-effect (third highest); while other activities have 63.53% negative (lowest), 21.18% positive (highest) and 15.29% (second highest) non-effects. In this respect, judicial and administration maintain close relations while development project and other activity have little variation from the average figure.

Furthermore, opinion of relevant respondents were also obtained whether negative or positive effects 'always' or 'sometimes' occurs. Responses depicts 44.91% (highest) developments projects are 'always' negatively and 44.31% (second lowest) are 'sometimes' negatively affected, other activities to this effect, is the lowest : 25.88% (always) and 37.65% (sometimes). Administration and judicial's 'sometimes' negative results (45.98% (highest) and 44.90% (second highest) respectively) are higher than always negative' results (27.59% (second lowest) and 29.25% (second highest) respectively).

Other activities include jobs that do not fall within the category of development projects, administrative and judicial assignments. These activities normally covers extra and undefined responsibilities performed at personal initiatives.

The overall opinion of the respondents reflect unfavourable notion about personnel transfer and its effects on upazila activities.

Table-6 : Activity-wise Opinion of Transferee
Supervisor & Subordinate on the
Effect of Personnel Transfer

Nature of work	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Develop- ment Projects	75 (44.91)	74 (44.31)	149 (89.22)	4 (2.40)	4 (2.40)	8 (4.80)	10 (5.98)	167 (100)
2.Adminis- trative	48 (27.59)	80 (45.98)	128 (73.57)	10 (5.75)	9 (5.17)	19 (10.92)	27 (15.51)	174 (100)
3.Judicial	43 (29.25)	66 (44.90)	109 (74.15)	6 (4.08)	7 (4.76)	13 (8.84)	25 (17.01)	147 (100)
4.Other	22 (25.88)	32 (37.65)	54 (63.53)	7 (8.24)	11 (2.94)	18 (21.18)	13 (15.29)	58 (100)
GRAND TOTAL :	188 (32.81)	252 (43.98)	440 (76.79)	27 (4.71)	31 (5.41)	58 (10.12)	75 (13.09)	573 (100)

Figures in parentheses indicate percentage.

Table-7 reflects opinion of relevant respondents upazila-wise. This table would specifically identify the effects of personnel transfer in each location and enable to determine the proneness of locations.

The table transpires variation of results in each location. Total negative effects in Bandarban constitute 89.08% (highest), 12.29% higher than average opinion while Morrelganj shows the lowest (56.62%), next highest is the Savar (88.75%) and next lowest is the Tetulia (68.92%). Again, out of 32.81% average, Narayanganj always most negatively (52.63%), Savar immediate below (40%) and Morrelganj always least negatively are affected. This variation in opinion results are attributable to the specific characteristics of each upazila. Narayanganj & Savar being commercial and townish area are more preferable than Tetulia and Morrelganj. Because the increased negative percentage means low tendency for personnel transfer and more inclination of stayal. Bandarban, in this case, seems exception. The highest negative results as shown might accrue because of extra financial incentives provided by the government for hill districts. Negative impacts in other locations demonstrate normal variation clustered around the average.

Positive and non-effect opinion are so negligible, (on average 10.12% and 13.09% respectively) that it warrants low weightage for further analysis.

Table-7: Upazila-wise Opinion of Transferee Supervisor & Subordinate on the Effect of Personnel Transfer

UPAZILA	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Bandarban	21 (38.18)	28 (50.90)	49 (89.08)	1 (1.82)	2 (3.64)	3 (5.46)	3 (5.46)	55 (100)
2.Biswanath	16 (21.05)	41 (53.95)	57 (75.00)	9 (11.84)	3 (3.95)	12 (15.79)	7 (9.21)	76 (100)
3.Gazipur	20 (29.85)	31 (46.27)	51 (76.12)	2 (2.99)	11 (16.42)	13 (19.40)	3 (4.48)	67 (100)
4.Melandaha	28 (34.57)	40 (49.38)	68 (83.95)	1 (1.23)	4 (4.94)	5 (6.17)	8 (9.88)	81 (100)
5.Morrelganj	12 (14.46)	35 (42.16)	47 (56.62)	8 (9.64)	4 (4.82)	12 (14.46)	24 (28.92)	83 (100)
6.Narayan- ganj	30 (52.63)	16 (28.07)	46 (80.70)	0 (0)	2 (3.51)	2 (3.51)	9 (15.79)	57 (100)
7. Savar	32 (40.00)	39 (48.75)	71 (88.75)	0 (0)	1 (1.25)	1 (1.25)	8 (10.00)	80 (100)
8.Tetulia	29 (39.19)	22 (29.73)	51 (68.92)	6 (8.11)	4 (5.41)	10 (13.51)	13 (17.57)	74 (100)
GRAND TOTAL:	188 (32.81)	252 (43.98)	440 (76.79)	27 (4.71)	31 (5.41)	58 (10.12)	75 (13.09)	573 (100)

Figures in Parentheses indicate percentage.

Table - 8, 9 and 10, separately deal with activity-wise reactions of transferee, supervisor and subordinates. In all the tables, development projects constitute the highest negative impacts, transferee reported 87.84%, supervisor 85.71% and subordinate 91.66%. Transferee and supervisor's opinion seems to be very closer while subordinate's reactions are a little bit higher. This might result because of subordinate's lower background and experience and their easily susceptibility to environment.

Table - 8, shows that administrative work is more negatively affected (71.25%) than judicial (69.24%) and other work (45.16%). Table - 9, shows a little bit different picture, judicial work is more negatively affected (72.22%) than administrative (65%) and other work (71.42%) and table - 10, confirms the same effect of judicial work (79.68%) than administrative (77.38%) and other work (75%).

Table-8 : Activity-wise Transferee's Opinion on the Personnel Transfer Effect

Nature of work	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Deve- lopment Project	35 (47.30)	30 (40.45)	65 (87.84)	2 (2.70)	2 (2.70)	4 (5.40)	5 (6.76)	74 (100)
2.Admi- nistra- tive	21 (26.25)	36 (45.00)	57 (71.25)	5 (6.25)	5 (6.25)	10 (12.50)	13 (16.25)	80 (100)
3.Judi- cial	18 (27.70)	27 (41.54)	45 (69.24)	4 (6.15)	4 (6.15)	8 (12.30)	12 (18.46)	65 (100)
4.Other	6 (19.35)	8 (25.81)	14 (45.16)	4 (12.90)	7 (22.58)	11 (35.48)	6 (19.36)	31 (100)
GRAND TOTAL:	80 (32.00)	101 (40.00)	181 (72.40)	15 (6.00)	18 (7.20)	33 (13.20)	36 (14.40)	250 (100)

Figures in parentheses indicate percentage

Table-9 : Activity-wise supervisor's Opinion
on The Personnel Transfer Effect

Nature of work	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaffected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some-times	Sub-Total	Always	Some-times	Sub-Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Development Project	7 (33.33)	11 (52.38)	18 (85.71)	0 0	0 0	0 0	5 (14.29)	21 (100)
2.Administrative	5 (25.00)	8 (40.00)	13 (65.00)	0 0	1 (5.00)	1 (5.00)	6 (30.00)	20 (100)
3.Judicial	6 (33.33)	7 (38.89)	13 (72.22)	0 0	0 0	0 0	5 (27.78)	18 (100)
4.Other	3 (21.62)	7 (50.00)	10 (71.42)	0 0	2 (14.29)	2 (14.29)	2 (14.29)	14 (100)
GRAND TOTAL :	21 (28.77)	33 (45.21)	54 (73.98)	0 (0)	3 (4.10)	3 (4.10)	16 (21.92)	73 (100)

Figures in parentheses indicate percentage

Table-10 : Activity-wise Subordinate's Opinion
on The Personnel Transfer Effect

Nature of work	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Deve- lopment Project	33 (45.83)	33 (45.83)	66 (91.66)	2 (2.78)	2 (2.78)	4 (5.56)	2 (2.78)	72 (100)
2.Admi- nistra- tive	22 (29.73)	36 (48.65)	58 (77.38)	5 (6.76)	3 (4.05)	8 (10.81)	8 (10.81)	74 (100)
3.Judi- cial	19 (29.68)	32 (50.00)	51 (79.68)	2 (3.13)	3 (4.69)	5 (7.82)	8 (12.50)	64 (100)
4.Other	13 (32.50)	17 (42.50)	30 (75.00)	3 (7.50)	2 (5.00)	5 (12.50)	5 (12.50)	40 (100)
GRAND TOTAL:	87 (34.80)	118 (47.20)	205 (82.00)	12 (4.80)	10 (4.00)	22 (8.80)	23 (9.20)	250 (100)

Figures in parentheses indicate percentage.

Table-11, 12 and 13 separately present Upazila-wise opinion of transferee, supervisor and the subordinate. Location specific tables were devised to know the responses in each upazila. In table 11, Bandarban shows 90.90% (highest in table - 11, 66.66%; second lowest in table - 12 and 92.60% ; second highest in table-13) negative impact. Morrelganj shows negative impacts (46.88%, 41.67% and 69.23%) in all the tables. This did not enhance the positive response rather balanced by increased percentage of non-effects (34.38%, 50% and 17.95%) in tables- 11, 12 and 13 respectively. Positive effects in all the cases are negligible and shows only 13.20% in table 11, 4.10% in table - 12, and 8.80% in table - 13.

Zero percent positive response in Upazila activities have been shown in cases of Savar in table - 11; Biswanath, Melandaha, Narayanganj, Savar and Tetulia in table - 12; and Narayanganj in case of table - 13.

Table-11 : Upazila-wise Transferee's Opinion
on The Personnel Transfer Effect

Upazila	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Bandar- ban	7 (31.81)	13 (59.10)	20 (90.90)	0 (0)	1 (4.55)	1 (4.55)	1 (4.55)	22 (100)
2.Biswa- nath	8 (24.24)	16 (48.48)	24 (72.72)	1 (3.03)	3 (9.03)	4 (12.12)	5 (15.16)	33 (100)
3.Gazi- pur	6 (19.14)	21 (60.00)	7 (77.19)	2 (5.71)	5 (14.29)	7 (20.05)	1 (2.86)	35 (100)
4.Melan- daha	8 (33.33)	8 (33.33)	16 (66.66)	1 (4.17)	3 (12.50)	4 (16.67)	4 (16.67)	24 (100)
5.Morrel- ganj	4 (12.50)	11 (34.38)	15 (46.88)	5 (15.62)	1 (3.12)	6 (18.74)	11 (34.38)	32 (100)
6.Nara- yan- ganj	19 (59.38)	5 (15.62)	14 (75.00)	0 (0)	2 (6.25)	2 (6.25)	6 (18.75)	32 (100)
7.Savar	17 (39.53)	20 (46.51)	37 (86.05)	0 (0)	0 (0)	0 (0)	6 (13.96)	43 (100)
8.Tetulia	11 (37.93)	7 (24.14)	18 (62.07)	6 (20.69)	3 (10.34)	9 (31.03)	2 (6.90)	29 (100)
GRAND TOTAL:	80 (32.00)	101 (40.40)	181 (72.40)	15 (6.00)	18 (7.20)	33 (13.20)	36 (14.40)	250 (100)

Figures in parentheses indicate percentage

Table-12 : Upazila-wise Supervisor's Opinion
on The Personnel Transfer Effect

Upazila	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Bandar- ban	2 (33.33)	2 (33.33)	4 (66.66)	0	1 (16.67)	1 (16.67)	1 (16.67)	6 (100)
2.Biswa- nath	0	8 (80.00)	8 (80.00)	0	0	0	2 (20.00)	10 (100)
3.Gazipur	2 (40.00)	2 (40.00)	4 (80.00)	0	1 (20.00)	1 (20.00)	0	5 (100)
4.Melan- daha	2 (40.00)	2 (40.00)	4 (80.00)	0	0	0	1 (20.00)	5 (100)
5.Morr- elganj	0	5 (41.67)	5 (41.67)	0	1 (8.33)	1 (8.33)	6 (50.00)	12 (100)
6.Naray- anganj	5 (45.45)	5 (45.45)	10 (90.00)	0	0	0	1 (9.10)	11 (100)
7.Savar	1 (14.29)	5 (71.42)	6 (85.71)	0	0	0	1 (14.29)	7 (100)
8.Tetulia	9 (52.94)	4 (23.53)	13 (76.47)	0	0	0	4 (23.53)	17 (100)
GRAND TOTAL:	21 (28.77)	33 (45.22)	54 (73.98)	0	3 (4.10)	3 (4.10)	16 (21.92)	73 (100)

Figures in parentheses indicate percentage.

Table-13 : Upazila-wise Subordinate's Opinion on The Personnel Transfer Effect

Upazila	EFFECT ON UPAZILA ACTIVITY						NO EFFECT (Unaff- ected)	GRAND TOTAL
	NEGATIVE EFFECT (Suffers/Delayed)			POSITIVE EFFECT (Expedited)				
	Always	Some- times	Sub- Total	Always	Some- times	Sub- Total		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1.Bandar- ban	12 (44.45)	13 (48.15)	25 (92.60)	1 (3.70)	0	1 (3.70)	1 (3.70)	27 (100)
2.Biswa- nath	8 (24.24)	17 (51.52)	25 (75.76)	8 (24.24)	0	8 (24.24)	0	33 (100)
3.Gazipur	12 (44.45)	8 (29.63)	20 (74.08)	0	5 (18.52)	5 (18.52)	2 (7.40)	27 (100)
4.Melan- daha	18 (34.62)	30 (57.69)	48 (92.31)	0	1 (1.92)	1 (1.92)	3 (5.77)	52 (100)
5.Morrel- ganj	8 (20.51)	19 (48.72)	27 (69.23)	3 (7.69)	2 (5.13)	5 (12.82)	7 (17.95)	39 (100)
6.Nara- yan- ganj	6 (42.86)	6 (42.86)	12 (85.72)	0	0	0	2 (14.28)	14 (100)
7.Savar	14 (46.67)	14 (46.67)	28 (93.34)	0	1 (3.33)	1 (3.33)	1 (3.33)	30 (100)
8.Tetulia	9 (32.14)	11 (39.29)	20 (71.43)	0	1 (3.57)	1 (3.57)	7 (25.00)	28 (100)
GRAND TOTAL:	87 (34.80)	118 (47.20)	205 (82.00)	12 (4.80)	10 (4.00)	22 (8.80)	23 (9.20)	250 (100)

Figures in parentheses indicate percentage.

4.2 Personnel Transfer Lead Time (PTLT) :

PTLT is a process of consuming time beginning from the receipt of the personnel transfer order until taking over the charge in a new location. This PTLT process mainly includes the following sequential steps :

1. Date personnel transfer order Received;
2. Date Released;
3. Date charge handed over; and
4. Date charge taken over.

All these steps consume times. The researcher feels that lead time in personnel transfer be reckoned to discern efficiency in personnel transfer. As pointed out in conceptual framework time is an important dimension of efficiency. If more time is taken in each personnel transfer, the process would be inefficient while reverse in case lesser time is consumed.

All transferee respondents were asked to report on the PTLT of their last transfers so that recent figures could be obtained. Total 62 transferee's response show average 24.82 days PTLT per Transfer (Table-14). These average time was calculated dividing total days by number of personnel transfers ($\frac{1539 \text{ days}}{62 \text{ personnel transfers}} = 24.82 \text{ days}$).

Cadre-wise statistics (table-14) have evidenced highest average PTLT for BCS: Fisheries (45.50 days) followed by BCS : Public Works (39.60 days). Average PTLT in BCS : Admn, BCS (Livestock) and non-cadre are also high (32.28, 28.63 and 25.83 days respectively). BCS (Audit & Accounts) and BCS (health) maintained the lowest (9.75 days) and second lowest (10.14 days) PTLT respectively. PTLT keeps transferee in dangling situation, creates certain inherent

problems for him. He becomes more busy resolving personal problems. He needs to plan shifting of family to the new location, imagines how would be the new boss, new location, new environment, what would happen to children's educations? All these and other related issues crops up in his minds. This reduces work effectiveness. Higher PTLT rate means continuation of more anxiety and lesser attention to work. Section 4.4 also elaborates psychological responses of the transferee upon personnel transfer.

Table-14 also ramified data upazila-wise. Bandarban and Morrelganj reveal the highest and the second highest average PTLT (45.88 and 44.90 days) respectively. Tetulia constitutes third highest (28.80 days). Narayanganj, Melandaha, Gazipur and Savar's average PTLT is comparatively lower than other locations (7.83, 13.00, 13.67 and 18.18 days) respectively. This statistics do not show any consistent result. It means PTLT is not responsive to specific location whether it is town adjoining or backward areas.

Frequency table (Table-15) indicates wide variation in the highest and the lowest values (142-2=140 days). The statistics show only 33.87% (21) personnel transfers execute within 10 days time while 66.13% (41) execute beyond 10 days limit. This limits are much higher (more than 50 days) in 14.52% (9) cases and 100 and 100 above in 9.68% (6) cases. This is uniform and inconsistent, sometimes little and sometimes wide variation, without any justification thereof. No evidence whether higher PTLT has accrued because of abrogation or cancellation of personnel transfer order, is prominent.

Table-14 : Cadre and Upazila-wise Personnel Transfer Lead Time (PTLT)

PTLT(Days) :									TOTAL	Average PTLT (Days)
No.of Personnel Transfers :										
UPAZILA BCS Cadre	Bandar ban	Biswa nath	Gazi pur	Melan daha	Morrel ganj	Narayan ganj	Savar	Tetu lia		
1	2	3	4	5	6	7	8	9	10	11
1. ADMN	17	79	0	22	253	5	68	137	581	32.28
	2	3	0	1	4	1	4	3	18	
2. AGRIL	20	30	0	2	0	31	12	2	97	12.13
	1	1	0	1	0	3	1	1	8	
3. AUDIT & A/CS	0	0	13	0	2	0	19	5	39	9.75
	0	0	1	0	1	0	1	1	4	
4. FISHE- RIES	35	0	8	0	0	0	25	114	182	45.50
	1	0	1	0	0	0	1	1	4	
5. HEALTH	27	2	0	8	25	2	5	2	71	10.14
	1	1	0	1	1	1	1	1	7	
6. JUDICIAL	0	25	0	15	0	0	0	0	40	20.00
	0	1	0	1	0	0	0	0	2	
7. LIVE- STOCK	70	11	0	5	79	0	39	25	229	28.63
	1	2	0	1	1	0	1	2	8	
8. PUB WORKS	140	0	0	26	15	0	14	3	198	39.60
	1	0	0	1	1	0	1	1	5	
9. NON- CADRE	58	20	20	0	30	9	18	0	155	25.85
	1	1	1	0	1	1	1	0	6	
GRAND : TOTAL :	367	167	41	78	404	47	200	288	1539	24.82
	8	9	3	6	9	6	11	10	62	
	45.88	18.56	13.67	13.00	44.90	7.83	18.18	28.80	24.82	

Figures in parentheses indicate average PTLT

Table - 15 : Showing Frequency of PTLT

Class Interval (PTLT in Days)	FREQUENCY		Remarks
	(In Number)	(In %)	
1 - 10	21	33.87	Lowest Value=2 days
11 - 20	14	22.58	
21 - 30	14	22.58	
31 - 40	4	06.45	
41 - 50	1	01.62	
51 - 60	2	03.22	Highest value=142 days
61 -100	3	04.84	
101 -150	3	04.84	
TOTAL :	62	100.00	
			Range=140 days (Highest-Lowest value)

4.3 Performance Appraisal :

Performance appraisal has been recognised as an important instrument to evaluate an employee. Management continuously considering this instrument for decision making in promotion, training and transfer. Sum total of the individual performance can give us performance of an organisation. Therefore, an attempt has been made to obtain data on the performance of transferee. Both supervisor and subordinate were asked to make a comparative rating of the preceding officer and the concurrent succeeding officer in order to know whether there is any change in individual performance because of personnel transfer. Unfortunately, supervisor provided very poor response. Consequently, data in this regard, could not be presented. Subordinates, however, were very enthusiastic in evaluating their boss. In this assignment, they demonstrated their ability to competently and consistently evaluate their boss. A total of 10 criteria (Questionnaire-3, question-3) were identified and they

were asked to rate within 50 marks. The marks were then converted to hundred and presented in table - 16.

The comparative performance result shows no basic difference. The deviation is only 3.48% in between the preceding and the succeeding officers. In performance appraisal there is always some inherent defects. Therefore, the minor allowance can be given in this case. This change, therefore, is not worthy of reckoning.

Table-16 : Comparative Performance appraisals of Transferee by Subordinates.

UPAZILA	COMPARATIVE			RATING			Average variance (+)(-)
	PRECEDING BOSS			SUCCEEDING BOSS			
	No. Per- son Rated	Total Scores	Average Scores	No. Per- son Rated	Total Scores	Average Scores	
1	2	3	4=3÷2	5	6	7=6÷5	8=7-4
1.Bandarban	7	582	83.14	9	762	84.66	+1.52
2.Biswanath	6	420	70.00	7	562	80.28	+10.28
3.Gazipur	8	698	87.26	8	722	90.26	+3.00
4.Melandaha	9	680	75.56	11	792	72.00	-3.56
5.Morrelganj	12	692	57.66	12	846	70.46	+12.84
6.Narayan- ganj	3	258	86.00	4	324	81.00	-5.00
7.Savar	9	710	78.88	10	826	82.60	+3.72
8.Tetulia	8	632	79.00	10	764	77.00	-1.00 -2.00
GRAND TOTAL :	62	4672	75.36	71	5598	78.84	3.48

4.4 Psychological Reaction :

Table-17 depicts psychological condition of transferee. They were asked what was their mental condition upon current transfer ? During interview some reservations on their part were noted. Some officers tried to conceal their actual state of mind. Instead of indicating positive or negative reaction, they preferred to say "no reaction". Consequently response on 'no reaction' shows 51.29% (highest). Out of remaining 48.71%, 26.92% shows positive and 21.79% shows negative reactions. It means Personnel Transfer has more or less the same positive and negative effects. This confirms the psychological responsiveness to transfer.

It also transfers from the table that upazila adjacent to town/city have greater positive reactions while remote areas have negative reactions. Tetulia have zero (lowest) positive effects while 70% (highest) negative effects. In both ways, the result is discouraging. Likewise personnel transfer in Bandarban have produced 40% (second lowest) negative effect. In otherwords, Narayan-ganj, Gazipur, Morrelganj and Savar produced substantial positive effect and negligible negative effects. This validates transferee's inclination towards better locations.

Table-17 : Upazila-wise Psychological Reactions of Transferee

	PSYCHOLOGICAL REACTION							GRAND TOTAL
	POSITIVE			NEGATIVE			NO REACTION	
	Very Happy	Happy	SUB TOTAL	Very unhappy	Unhappy	SUB TOTAL		
1	2	3	4=(2+3)	5	6	7=(5+6)	8	9=(4+7+8)
1. Bandarban	1 (10)	1 (10)	2 (20)	2 (20)	2 (20)	4 (40)	4 (40)	10 (100)
2. Biswanath	0	3 (25)	3 (25)	0	0	0	9 (75)	12 (100)
3. Gazipur	0	4 (40)	4 (40)	1 (10)	1 (10)	2 (20)	4 (40)	10 (100)
4. Melandaha	0	0	0	0	1 (16.67)	1 (16.67)	5 (83.33)	6 (100)
5. Morrelganj	1 (11.11)	3 (33.33)	4 (44.44)	0	1 (11.11)	1 (11.11)	4 (44.45)	9 (100)
6. N.Ganj	2 (20)	3 (30)	5 (50)	0	1 (10)	1 (10)	4 (40)	10 (100)
7. Savar	0	3 (27.27)	3 (27.27)	0	1 (9.09)	1 (9.09)	7 (63.64)	11 (100)
8.Tetulia	0	0	0	3 (30)	4 (40)	7 (70)	3 (30)	10 (100)
GRAND TOTAL :	4 (5.13)	17 (21.79)	21 (26.92)	6 (7.69)	11 (14.10)	17 (21.79)	40 (51.29)	78 (100)

Figures in parentheses indicate percentage.

Statistics in table-18 demonstrates psychological response of subordinates over transfer of their bossess. They (subordinates) were asked to indicate their feeling (positive, negative or no) upon transfer of the preceding and the concurrent succeeding boss. Results in the table show inverse psychological response between the transfer of the preceding and the concurrent succeeding bossess, on average preceding 48.28% negative and succeeding 45% positive while succeeding 11.67% negative and preceding 3.44% positive. When the negative ratio is higher (48.28%) in case of preceding, the same ratio is lower (11.67%) for succeeding and vice versa. This means transfer of bosses creates tensions and anxiety in their mind while arrival of new bossess produces positive effects.

3.44% positive in case of preceding and 11.67% negative for succeeding bosses signals superior-subordinate mismatch, subordinates feel happy with transfer out and feels unhappy with transfer in. No psychological reactions, however, in both the cases, constitute 48.28% (preceding) and 43.33% (succeeding).

Table-18 : Upazila-wise Comparative Psychological Reactions of Subordinates for their Preceding and Succeeding Bosses

	PSYCHOLOGICAL REACTIONS								GRAND TOTAL
	PRECEDING BOSS				SUCCEEDING BOSS				
	Posi- tive	Nega- tive	No	TOTAL	Posi- tive	Nega- tive	No	TOTAL	
1	2	3	4	5(2+3+4)	6	7	8	9(6+7+8)	10(5+9)
1. Bandar- ban	1	4	1	6	5	2	1	8	14
2. Biswa- nath	1	1	3	5	5	0	1	6	11
3. Gazipur	0	5	2	7	1	3	3	7	14
4. Melan- daha		5	4	9	4	1	4	9	18
5. Morrel- ganj	0	2	8	10	4	0	7	11	21
6. Narayan- ganj		4	1	5	1	1	1	3	8
7. Savar	0	4	5	9	3	0	6	9	18
8. Tetulia	0	3	4	7	4	0	3	7	14
GRAND TOTAL:	2 (3.44)	28 (48.28)	28 (48.28)	58 (100)	27 (45)	7 (11.67)	26 (43.33)	60 (100)	118

Figures in parentheses indicate percentage

4.5 Personnel Transfer Cost (PTC) :

Both transferee and the supervisor respondents were separately questioned to report personnel transfer cost figures, supervisor to account for all of his subordinates and the transferee to account for his own. Unfortunately, supervisors provided very poor response, negligible to reckon, moreover, books of accounts do not maintain separate accounts for such expenses. Consequently, this research is based on the cost figures supplied by the transferee. Each transferee was requested to account for the actual last personnel transfer cost. It was anticipated that respondent would find it convenient to recollect the most recent transfer cost that would ensure accuracy and validity of the figures. The total expenses (government and personal) for 58 transfers figured in table - 18 involves Taka 1,82,837.00 of which 1,27,966.00 (70%) are on government account and the remaining Taka 54,871.00 (30%) on personal account. These amounts do not represent any particular year rather it is contingent upon each individual transferee's last transfer spread over several years. Therefore, an attempt has been made to estimate the personnel transfer cost for 1988 based on the available information. For such estimate, the following formula was used :

a. Total 1988 personnel transfer (Table-22) for 8 upazila $= \frac{32 \times 12 \text{ months}}{9 \text{ months}} = 42.66$

b. 1988 average personnel transfer per upazila $= \frac{42.66}{8} = 5.4$

c. Average personnel transfer cost (Table - 19) = Taka 3152.00

FORMULA : $b \times c \times 460 \text{ upazila}$
 $5.4 \times 3152 \times 460$ = Taka 78,29,568.00
 Personnel transfer cost of 1988 (both government & personnel)

Out of total 1988 cost Taka 78,29,568.00), 70% (Taka 54,80,698.00) were borne by the government while 30% (Taka 23,48,870.00) were borne by the transferee.

In addition to 1988 cost figures, yearly average figures as calculated below shows total Taka 49,29,728.00 per year, 70% (Taka 34,50,810.00) on government and 30% (Taka 14,78,918.00) on personal account :

a. Total personnel transfers (8 upazila) in 5 years (Table-22) = 136

b. Average personnel transfer per year per upazila $= \frac{136}{5 \times 8} = 3.4$

c. Average personnel transfer cost (Table-19) = Taka 3152.00

d. Therefore, average personnel transfer cost per year for 460 upazila :

FORMULA : $b \times c \times 460 \text{ upazila}$
 $3.4 \times 3152 \times 460$ = Taka 49,29,728.00 per year.

Furthermore, the table shows Taka 946.00 (30% of Taka 3152.00) average personal expenses per transfer poses extra hardships to the individual. He somehow needs to manage the deficit money. This even might lead to demorality.

Table-19 : Upazila-wise
Personnel Transfer cost
(Government & Personal)

(FIGURES IN TAKA AMOUNT)

Upazila	PERSONNEL TRANSFER COST				No. of transfer	AVERAGE COST			
	Govt. Allowable Expense (GAE)	PERSONAL EXPENSES (PE)				GRAND TOTAL	GAE	PE	TOTAL
		Direct	Indirect	Total Personal Expenses					
Bandarban	11,425 (79.23)	2775 (19.24)	220 (1.53)	2995 (20.77)	14420	5	2285	599	2884
Bishwanath	24063 (65.72)	10500 (29.12)	1500 (4.16)	12000 (33.28)	36063	9	4167	1334	4007
Gazipur	19578 (64.87)	7900 (26.18)	2700 (8.95)	10600 (35.13)	30178	7	2797	1515	4311
Melandaha	4530 (55.18)	3620 (44.0)	60 (.82)	3680 (44.82)	8210	4	1133	920	2053
Morrelganj	24620 (80.14)	6000 (19.53)	100 (0.33)	6100 (19.86)	30720	9	2736	678	3513
N.Ganj	6400 (72.52)	2275 (25.78)	150 (1.70)	2425 (27.48)	8225	6	1067	404	1471
Savar	22640 (81.39)	3476 (12.50)	1700 (6.11)	5176 (18.61)	27816	8	2850	647	3475
Tetulia	14710 (55.30)	9725 (36.55)	2170 (8.15)	11895 (44.71)	26605	10	1471	1190	2661
GRAND Taka: TOTAL:	1,27,966 (70.00)	46271 (25.30)	8600 (4.70)	54,871 (30.00)	1,82,837 (100)	58	2206	946	3152

Figures in Parentheses indicate percentage

4.6 Causation of Personnel Transfer (COPT):

Each transferee was questioned how his present transfer was triggered, whether it had happened as per existing rules or it was influenced by any individual? A total of seven such alternative options were given (Questionnaire-1, Questionnaire-8). The aim was to detect any deviation in the personnel transfer from the set norms and procedures. The researcher believes, such deviations affect psychology. Table-20 has disclosed such information. It transpires that average 63.29% (highest) transfers follow government rules while only 18.99% transfers (second highest) were influenced by politicians, 7.59% occurred upon personal request, 6.33% upon superior recommendation and 3.80% on emergency situation.

Upazila specific statistics of the table show higher political pressure in town and town adjoining areas, Gazipur 45.45% (highest), 41.67% (second highest) in Savar, 28.57% (third highest) in Narayanganj. Political pressures also do exist in remote and backward areas like Bahdarban and Tetulia (both 11.11% lowest). This means political pressure is exercised to favour or unfavour an individual.

Transfer on personal request is also higher in town and town adjoining areas. 25% (highest) personnel transfers in Savar and 14.29% (second highest) in Narayanganj, (17.41% and 6.7% respectively higher than the average rate) had occurred on transferee's request. This again confirms transferee's inclination towards town and town adjoining locations.

Table - 20 : Causation of Personnel Transfer

UPAZILA	CAUSATION OF PERSONNEL TRANSFER							TOTAL
	Automatic/per Rules	Political pressure	Personal Request	Superior Recommendation	Emergency	Local Elite's Complaint	Other	
1. Bandarban	5 (55.56)	1 (11.11)	1 (11.11)	1 (11.11)	1 (11.11)	0	0	9 (100)
2. Biswanath	11 (91.67)	0	0	1 (8.33)	0	0	0	12 (100)
3. Gazipur	5 (45.45)	5 (45.45)	0	0	1 (9.10)	0	0	11 (100)
4. Melandaha	5 (71.72)	1 (14.29)	0	0	1 (14.29)	0	0	7 (100)
5. Norrelganj	9 (75.00)	0	1 (8.33)	2 (16.67)	0	0	0	12 (100)
6. Narayanganj	4 (57.14)	2 (28.57)	1 (14.29)	0	0	0	0	7 (100)
7. Savar	3 (25.00)	5 (41.67)	3 (25.00)	1 (8.33)	0	0	0	12 (100)
8. Tetulia	8 (88.89)	1 (11.11)	0	0	0	0	0	9 (100)
GRAND TOTAL	50 (65.29)	15 (18.99)	6 (7.59)	5 (6.33)	3 (3.80)	0	0	79 (100)

Figures in parentheses indicate percentage.

4.7 Personnel Transfer Frequency (PTF) :

Individual transferee was requested to indicate how many times he was transferred during the last five years (1984-1988). Responses received were presented in tables 21-23. Table -21 transpires average 35.74% personnel transfers occur once in five years, 45.71% twice in five years i.e. (average 2.5 years), 11.41% thrice in five years i.e. (average 1.67 years) and 7.14% quadrupled in five years i.e. (average 1.25 years). This means 64.29% (45.74%+11.41%+7.14%) personnel transfers occurs before three years and 18.55% occurs before two years while only 35.74% occurs in five years.

BCS : Public Works cadre's personnel transfer seems least frequent, 57.14% occurs once in five years followed by BCS : Agriculture (41.66%) while BCS : judicial proves most frequent (50% occurs 4 times in five years).

Present personnel transfer orders of the government warrants personnel transfer be scheduled within 3 years in all areas except hill tract districts where 2 year time-span be followed. The research results do not conform to the government policy. 35.74% personnel transfer goes beyond 3 year time-span while 45.71% within 2.5 years and 18.55% (11.41%+7.14%) before two years. In Table-23, Bandarban shows 50% personnel transfers had occurred once in five years and 37.50% twice in five years. It means 87.50% (50%+37.50%) personnel transfers had occurred beyond the government approved time-span of two years.

Table -21: Cadre-wise Five Years (1984-88)
Personnel Transfer Frequency

BCS CADRE	TIMES TRANSFER OCCURED IN FIVE YEARS				TOTAL
	Once in 5 years	Twice in 5 years (Average : 2.5 years)	Thrice in 5 years (Average : 1.67 years)	Quardupled in 5 years (Average : 1.25 years)	
1	2	3	4	5	6
1. ADMN	6 (30)	9 (45)	4 (20)	1 (5)	20 (100)
2. AGRIL	5 (41.66)	6 (50)	0	1 (8.37)	12 (100)
3. AUDIT & A/CS	2 (40)	3 (60)	0	0	5 (100)
4. FISHERIES	1 (25)	1 (25)	2 (50)	0	4 (100)
5. HEALTH	1 (20)	3 (60)	1 (20)	0	5 (100)
6. JUDICIAL	0	1 (50)	0	1 (50)	2 (100)
7. LIVESTOCK	4 (40)	5 (50)	0	1 (10)	10 (100)
8. PUB WORKS	4 (57.14)	2 (28.57)	0	1 (14.29)	7 (100)
9. NON-CADRE	2 (40)	2 (40)	1 (20)	0	5 (100)
GRAND TOTAL :	25 (35.74)	32 (45.71)	8 (11.41)	5 (7.14)	70 (100)

Figure in parentheses indicate percentage

Upazila-wise yearly PTF in table- 22 marked 1986 as the highest PTF (25%) year followed by the year 1988 (23.53%). This happened because of the maturing points of the 1982 and 1983 personnel transfer orders when maximum personnel transfers were triggered.

Table -22 : Upazila-wise Yearly Personnel Transfer Frequency

UPAZILA	YEAR-WISE PERSONNEL TRANSFER NUMBER					
	1984	1985	1986	1987	1988	Total
1	2	3	4	5	6	8
1. Bandarban	2	1	4	3	4	14
2. Biswanath	5	0	2	4	4	21
3. Gazipur	2	3	3	4	4	16
4. Melandaha	3	2	3	2	3	13
5. Morrelganj	3	3	3	5	1	15
6. Narayanganj	3	2	5	5	2	17
7. Savar	3	3	5	1	10	22
8. Tetulia	3	5	3	3	4	18
GRAND	24	19	34	27	32	136
TOTAL	(17.65)	(13.97)	(25)	(19.85)	(23.53)	(100)

Figures in parentheses indicate percentage

Table - 23 depicts Morrelganj as the least frequent (66.67% personnel transfer in five years) followed by Biswanath (63.65%) while Tetulia is the most frequent (28.56% quadrupled in five years) and only 14.29% once in five years. Melendaha, Narayanganj, Savar and Gazipur show moderate frequency rate and are closer to the government policy (85.71%, 71.42%, 70% and 50% respectively occurred twice in five years).

Table - 23 Upazila-wise Five Year(1984-88)
Personnel Transfer Frequency

UPAZILA	TIMES TRANSFER OCCURED IN FIVE YEARS				TOTAL
	Once in 5 years	Twice in 5 years (Average: 2.5 years)	Thrice in 5 years (Average: 1.67 years)	Quadrupled in 5 years (Average: 1.25 years)	
1	2	3	4	5	6
1.Bandarban	4 (50)	3 (37.50)	0	1 (12.50)	8 (100)
2.Biswanath	7 (63.64)	2 (18.18)	2 (18.18)	0	11 (100)
3.Gazipur	2 (25)	4 (50)	2 (25)	0	8 (100)
4.Melendaha	1 (14.29)	6 (85.71)	0	0	7 (100)
5.Morrelganj	8 (66.67)	2 (16.67)	1 (8.33)	1 (8.33)	12 (100)
6.Narayanganj	1 (14.29)	5 (71.42)	1 (14.29)	0	7 (100)
7.Savar	1 (10)	7 (70)	1 (10)	1 (10)	10 (100)
8.Tetulia	1 (14.29)	3 (42.86)	1 (14.29)	2 (28.56)	7 (100)
GRAND TOTAL :	25 (35.71)	32 (45.71)	8 (11.42)	5 (7.15)	70 (100)

Figures in parentheses indicate percentage.

4.8 Personnel Transfer Time-span (PTTS) :

Attaining organisational objectives is not a single man's show. This, in fact, is a team work and requires cooperation and assistance of all individuals working within the organisation. Recognition of individual thoughts, ideas, values and opinions in policy formulation motivates compliance, enhances job satisfaction, results increased organisational efficiency and effectiveness. Upazila administration on which local people's welfare and development depends do not depart from this. The researcher, therefore, invited opinion of all respondents (transferee, superior, subordinate and the personnel transfer order issuing authority) to determine ideal personnel transfer time-span. Individual respondent was asked to indicate how frequently they feel the personnel transfer be scheduled? Their opinions in tables 24-28 were presented and analysed in various dimensions. These tables are listed below :

<u>Table No.</u>	<u>Nomenclature</u>
24	Opinion of all Respondents for Personnel Transfer Time-span
25	Cadre-wise Opinion of Transferee for Personnel Transfer Time-span
26	Upazila-wise Opinion of Transferee for personnel Transfer Time-span
27	Upazila-wise Opinion of Supervisor for personnel Transfer time-span
28	Upazila-wise Opinion of Subordinate for personnel Transfer Time-span

Table - 24 reflects opinion of all respondents. On average only 16.41% wanted personnel transfer within 3 years while 81.54% wants after elapse of 3 year time. 50.26% specifically desired personnel transfer within 3-4 years (highest) followed by 4-5 years (23.59%) time-span. Opinion in favour of 1-2 year is negligible (0.51%) whereas 18.58% personnel transfer had actually been secured (Table-21). This transfer does not conform to the respondents choices. Present transfer policy as outlined earlier also does not conform to the respondents needs and aspiration.

Table-24 : Opinion of all Respondents for
Personnel Transfer Time-Span

Respondents	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (Exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+3+4)	6	7	8	9	10=(6+7+8+9)	11=(5+10)
1. Transferee	0	0	15 (17.65)	15 (17.65)	42 (49.41)	18 (21.18)	8 (9.41)	2 (2.35)	70 (82.35)	85 (100)
2. Supervisor	0	0	7 (30.43)	7 (30.43)	7 (30.43)	9 (39.14)	0	0	16 (69.57)	23 (100)
3. Subordinate	0	1 (1.23)	8 (9.88)	9 (11.11)	45 (55.56)	18 (22.22)	7 (8.64)	2 (2.47)	72 (88.89)	81 (100)
4. Transfer Order Issuing Authority	0	0	1 (16.67)	1 (16.67)	4 (66.66)	1 (16.67)	0	0	5 (83.33)	6 (100)
GRAND TOTAL :	0	1 (0.51)	31 (15.90)	32 (16.41)	98 (50.26)	46 (23.59)	15 (7.69)	4 (2.05)	163 (81.54)	195 (100)

Figures in parentheses indicate percentage.

Table - 25 on average shows only 17.65% transferees respondents desire personnel transfers within 2-3 years while 82.35% after 3 years. Out of 82.35%, 49.41% (highest) favoured 3-4 year time-span. BCS : Admn Cadre, however, is inclined towards 2-3 years (highest 47.82). This cadre has also strong feeling towards 3-4 year time-span (43.48%).

100% respondents of Audit, Fisheries, Health, Judicial and non-cadres desired personnel transfer after 3 years. Judicial cadre's sample is too negligible that declines its validity. 93.75% of agriculture cadre, 85.71% Livestock and public works cadres supported personnel transfer after 3 years. Agriculture cadre has strong feeling for 3-4, 4-5 and 6-10 years (37.50%, 25% and 25% respectively). Likewise, Fisheries, health and livestock cadres choices are also spread consistently in all years after 3 years. This means respondents of transferred subjects are more interested to be transferred after 3 years, preferably within 3-4 years while Admn cadre has the tendency to be transferred before 3 years.

Table-25 : Cadre-wise Opinion of Transferee
for personnel Transfer Time-Span

BCS CADRE	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+3 +4)	6	7	8	9	10=(6+ 7+8+9)	11=(5+10)
1.ADMN	0	0	11 (47.82)	11 (47.82)	10 (43.48)	2 (8.70)	0	0	12 (52.18)	23 (100)
2.AGRIL	0	0	1 (6.25)	1 (6.25)	6 (37.50)	4 (25)	4 (25)	1 (6.25)	15 (93.75)	16 (100)
3.AUDIT & A/CS	0	0	0	0	3 (75)	1 (25)	0	0	4 (100)	4 (100)
4.FISHE - RIES	0	0	0	0	4 (57.14)	2 (28.57)	1 (14.29)	0	7 (100)	7 (100)
5.Health	0	0	0	0	4 (50)	3 (37.50)	1 (12.50)	0	8 (100)	8 (100)
6.JUDICIAL	0	0	0	0	1 (100)	0	0	0	1 (100)	1 (100)
7.LIVESTOCK	0	0	2 (14.29)	2 (14.29)	6 (42.46)	3 (21.42)	2 (14.29)	1 (7.14)	12 (85.71)	14 (100)
8.PUB WORKS	0	0	1 (14.29)	1 (14.29)	4 (57.14)	2 (28.57)	0	0	6 (85.71)	7 (100)
9.NON- CADRE	0	0	0	0	4 (80)	1 (20)	0	0	5 (100)	5 (100)
GRAND TOTAL :	0	0	15 (17.65)	15 (17.65)	42 (49.41)	18 (21.18)	8 (9.41)	2 (2.35)	70 (82.35)	85 (100)

Figures in parentheses indicate percentage.

Upazila-wise opinion of transferee as evidenced in table -26 shows respondents of Narayanganj, Gazipur and Savar have inclination to remain longer period of time i.e. they desired 4-5 years time span (55.56%, 50% and 30.77% respectively), even 22.22% and 15.38% respondents in Narayanganj and Savar Upazila respectively favoured 6-10 years time-span. This again confirms their inclination to these areas.

Table - 26 : Upazila-wise Opinion of Transferee
for personnel Transfer Time-Span

UPAZILA	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (Exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+ 3+4)	6	7	8	9	10=(6+ 7+8+9)	11=(5 +10)
Bandarban	0	0	1 (10)	1 (10)	5 (50)	1 (10)	2 (20)	1 (10)	9 (90)	10 (100)
Biswanath	0	0	3 (25)	3 (25)	7 (58.33)	2 (16.67)	0	0	9 (75)	12 (100)
Gazipur	0	0	1 (10)	1 (10)	2 (20)	5 (50)	1 (10)	1 (10)	9 (90)	10 (100)
Melandaha	0	0	2 (20)	2 (20)	8 (80)	0	0	0	8 (80)	10 (100)
Morrelganj	0	0	2 (18.18)	2 (18.18)	7 (63.64)	1 (9.09)	1 (9.09)	0	9 (81.82)	11 (100)
Narayanganj	0	0	0	0	2 (22.22)	5 (55.56)	2 (22.22)	0	9 (100)	9 (100)
Savar	0	0	2 (15.17)	2 (15.17)	5 (38.46)	4 (30.77)	2 (15.38)	0	11 (84.62)	13 (100)
Tetulia	0	0	4 (40)	4 (40)	6 (60)	0	0	0	6 (60)	10 (100)
GRAND TOTAL :	0	0	15 (17.65)	15 (17.65)	42 (49.41)	18 (21.18)	8 (9.41)	2 (2.35)	70 (82.35)	85 (100)

Figures in parentheses indicate percentage

In Table-27 on average, 69.57% supervisor feels that their subordinate officer (transferee) be transferred after 3 years (30.43% within 3-4 years + 39.14% 4-5 years time-span. Highest opinion, however, was obtained in favour of 4-5 years.

Table-27 : Upazila-wise Opinion of Supervisor for Personnel Transfer Time-span

UPAZILA	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (Exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+ 3+4)	6	7	8	9	10=(6+ 7+8+9)	11=(5+10)
1.Bandarhan	0	0	1	1	1	1	0	0	2	3
2.Biswanath	0	0	1	1	2	0	0	0	2	3
3.Gazipur	0	0	1	1	0	0	0	0	0	1
4.Melendaha	0	0	1	1	0	2	0	0	2	3
5.Morrelganj	0	0	1	1	1	1	0	0	2	3
6.Narayan- ganj	0	0	0	0	1	2	0	0	3	3
7.Savar	0	0	0	0	1	1	0	0	2	2
8.Tetulia	0	0	2	2	1	2	0	0	3	5
GRAND TOTAL :	0	0	7 (20.43)	7 (30.43)	7 (30.43)	9 (39.14)	0	0	16 (69.57)	23 (100)

Figures in parentheses indicate percentage.

Table-28 shows average 55.56% subordinates prefer their bossess (transferee) be posted in 3-4 years, 22.22% in 4-5 years only 9.88% in 2-3 years and 1.23% in 1-2 years. 88.89% opinion favours personnel transfer after 3 years while 11.11% within 3 years.

Table - 28 : Upazila-wise opinion of Subordinate
for personnel Transfer Time-Span

UPAZILA	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (Exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+3 +4)	6	7	8	9	10=(6+ 7+8+9)	11=(5+ 10)
1.Bandarban	0	0	1	1	5	1	2	1	9	10
2.Biswanath	0	0	0	0	7	1	1	0	9	9
3.Gazipur	0	0	1	1	2	3	2	0	7	8
4.Melandaha	0	0	0	0	10	3	2	0	15	15
5.Morrelganj	0	0	5	5	8	1	0	0	9	14
6.Narayanganj	0	0	0	0	2	3	0	0	5	5
7.Savar	0	0	0	0	7	2	0	1	10	10
8.Tetulia	0	1	1	2	4	4	0	0	8	10
GRAND TOTAL :	0	1 (1.23)	8 (9.88)	13 (11.11)	45 (55.56)	18 (22.22)	7 (8.64)	2 (2.47)	72 (88.89)	81 (100)

Figures in parentheses indicate percentage.

Table-28 shows average 55.56% subordinates prefer their bossess (transferee) be posted in 3-4 years, 22.22% in 4-5 years only 9.88% in 2-3 years and 1.23% in 1-2 years. 88.89% opinion favours personnel transfer after 3 years while 11.11% within 3 years.

Table - 28 : Upazila-wise opinion of Subordinate
for personnel Transfer Time-Span

UPAZILA	PERSONNEL TRANSFER TIME SPAN (IN YEARS) (Exclusive lower limit & inclusive upper limit)									GRAND TOTAL
	UPTO 3 YEARS				AFTER 3 YEARS					
	0-1	1-2	2-3	SUB TOTAL	3-4	4-5	6-10	Whole life	SUB TOTAL	
1	2	3	4	5=(2+3 +4)	6	7	8	9	10=(6+ 7+8+9)	11=(5+ 10)
1.Bandarban	0	0	1	1	5	1	2	1	9	10
2.Biswanath	0	0	0	0	7	1	1	0	9	9
3.Gazipur	0	0	1	1	2	3	2	0	7	8
4.Melandaha	0	0	0	0	10	3	2	0	15	15
5.Morrelganj	0	0	5	5	8	1	0	0	9	14
6.Narayanganj	0	0	0	0	2	3	0	0	5	5
7.Savar	0	0	0	0	7	2	0	1	10	10
8.Tetulia	0	1	1	2	4	4	0	0	8	10
GRAND TOTAL :	0	1 (1.23)	8 (9.88)	13 (11.11)	45 (55.56)	18 (22.22)	7 (8.64)	2 (2.47)	72 (88.89)	81 (100)

Figures in parentheses indicate percentage.

An evidence of how an organisation or a project is adversely affected by personnel transfer have also been recognised in Muntasir Mamoon and Jayanta Kumar's book entitled "প্রশাসনের অন্তর মহল : বাংলাদেশ". They wrote in bangla :

" ধন ধন বদলি সরকারী কর্মসূচীকে ব্যাহত করতে পারে। যেমন, ক একটি মন্ত্রণালয়ে থাকার সময় ঠিক করলেন 'আমউন্নয়ন দল' [ডি ডি পি] গড়ে তুলবেন। যদিও সরকারের সঙ্গে সংযোগ রাখার জন্য ইউনিয়ন কাউন্সিল রয়েছে। কিন্তু প্রায় ক্ষেত্রে দেখা যায় তারা নিজেদের স্বার্থরক্ষায়ই ব্যস্ত। নতুন ডি ডি পি দেয় শিক্ষা দেওয়া হবে, গ্রামের বিভিন্ন উন্নয়নে সাহায্য করার জন্য। কর্মসংস্থানের জন্য। মোটামুটি একটি কাঠামো যখন তিনি গড়ে তুলছেন তখন তাকে বদলি করে দেওয়া হল একটি সংস্থার প্রধান রূপে। তাঁর উত্তরসূরী আর ডি ডি পি-র কাজে কোন উৎসাহ দেখালেন না। ফলে, সে প্রকল্প প্রায় পারত্যাগ হয়ে গেল।

নতুন কাজে যোগ দিয়ে দেখলেন, সংস্থার সব-কিছুতে বিরাজ করছে বিশৃংখলা। কয়েক বছরে চেষ্টায় তিনি শৃংখলা ফিরিয়ে আনলেন। আরো বছরখানেক থাকলে তিনি সংস্থাটিকে গতিশীল করে যেতে পারতেন। কিন্তু তখনই আবার তাঁকে বদলি করে দেওয়া হল। তাঁর উত্তরসূরী নতুন ধরনের পরিকল্পনা নিলেন। ফলে আবার জটিলতা বৃদ্ধি পেতে লাগল ঐ সংস্থায়। "

5.0 SOME SELECTED CASES

Transfer respondents were requested to offer additional comments in questionnaire-I. Their comments in Bangla with an English overview are presented in this chapter. The names of transferees and other related particulars, however, were left blank (dotted line) so their identity is not disclosed. Additional word(s) was/were inserted within parentheses to clarify any ambiguity.

CASE-1

Mr. A, an young technocrat joined BCS(Fisheries) cadre in wrote us a personal letter. In his letter, he highly appreciated this research and wished it's success. He was specially happy for this research as he thought this research has uniquely coincided with his personal aims and feelings and that it would rightly point out the genuine problems in personnel transfer. Mr. A earnestly requested us to maintain confidentiality of his letter. His identity, thus, is concealed.

Mr. A, was responsible for managing several fisheries projects in upazila. When projects were effectively moving and fruits were imminent, he was withdrawn and transferred somewhere else. Some other officer was posted instead. He wrote, this changes had occurred because he disagreed to provide money at certain levels. Because of lack of this abilities, he was always posted in far-flung areas. He, however, regretfully admitted a minor administrative fault inherently occurred as a newly employed technocrat having no exposure of administrative training. He complained that the officer replacing him had sold fish taka (44% higher than the original target) did not appropriately deposit the money.

But he (Mr. A) had worked less than a year if would have been allowed to stay more could deposit into the government exchequer, sale proceeds higher than the original target and could earn the reputation of a successful technocrat. He thinks (Mr. A) before transferring an officer, the authority should examine everything appropriately. Further, he comments, we cannot expect any work from an officer who do not have mental stability. Finally, he proposed several recommendations :
 (a) personnel transfer within home district or adjoining district. (b) cancellation of deputation order and placement of services directly under departmental officer unless mental balance is lost because of triangle pressures in upazila and salary and allowances are not received in time, and (c) placement of ADF fund directly under departmental officer so no complexity in development work emerges and project implementation as per own decision is facilitated.

The bangla letter is now quoted below :

"জনাব,

সর্ব প্রথমে আমার ছানাম গ্রহণ করুন। আপনার বদলী সম্পর্কিত সমীক্ষা সফল এবং ফলপ্রসূ বাস্তবায়ন থেকে কামনা করি। পক্ষান্তরে সত্যিই এই উদ্যোগ প্রশংসনীয়। বাধা ধরা চাকরী জীবনে অনেক কিছু বলার ইচ্ছা থাকলেও সম্ভব হয় না। তাই সর্ব প্রথমে অনুরোধ জানাচ্ছি এর গোপনীয়তা রক্ষা করলে খুশি হবো। একজন টেকনোলজিস্ট হিসাবে সর্বপ্রথমে আমি চাকরীতে সালে যোগদান করি। যোগাযোগ ও তথ্যাদির অভাবে দূর দূরান্তে পোষ্টিং ও বদলী হয়েছে। তবে (উপজেলা) বদলী হওয়াতে আমি মানসিক উদ্যম নিয়ে দেশের জন্য কাজ করে যাই। সেখানে আমার বেশ কটি প্রকল্প ছিল এবং তা সঠিকভাবে বাস্তবায়ন করার জন্য আপনাকে চেষ্টা করি। কিন্তু প্রকল্প ফলপ্রসূ ও লাভবান হওয়ার অব্যবহিতপূর্বেই বদলী হই। কারণ, আমি কার্ডকে অসংভাবে টাকা পরিস্রা দিতে চাইনি এবং পারিনি। তবে, দুঃখজনক, নতুন চাকরীতে ঢাকার পর প্রশাসনিক আমার কোন প্রশিক্ষণ ছিল না বিধায় সামান্য প্রশাসনিক ত্রুটি ছিল। কিন্তু বাস্তবে, প্রকল্প বাস্তবায়নে আমি আমার অল্পানু পরিপ্রম দিয়ে প্রকল্পকে ফলপ্রসূ করার চেষ্টা করেছি এবং সফলতার দিকে এগিয়ে চলেছিলাম। যেমন, বিগত কমিশনলে কোন এক প্রকল্পের লক্ষ্যমাত্রা ছিল টাকা জমা দেওয়া। কিন্তু, ফল লাভ করার এক চড়ানু মুহূর্তে আমি বদলী হই। এবং পরবর্তী কমকর্তা উক্ত প্রকল্পের মাছ সর্বমোট হাজার টাকায় বিক্রয় করেন লক্ষ্যমাত্রার চেয়ে ৪৪% বেশী) এবং সঠিকভাবে অর্থও জমা দেন নি। কিন্তু উক্ত দায়িত্ব পালনের সময় আমার একবৎসরও সময় অতিবাহিত হয় নাই। যদি আমাকে উক্ত স্থানেই রাখা হতো তবে আমি লক্ষ্যমাত্রার চেয়ে বেশী অর্থ সরকারী

কোষাপারে জমা দিয়ে আমি একজন কৃতি টেকনোশ্রম হতে পারতাম। আমি মনে করি, একজন কর্মকর্তাকে বদলীর আগে কর্তৃপক্ষের সঠিকভাবে সবকিছু যাচাই করা উচিত। যদি কোন কর্মকর্তা মানসিক স্থিতিশীলতার মধ্যে না থাকে তবে তার দ্বারা কোন কাজ আশা করা যায় না। নিজ জেলায় অথবা পার্শ্ববর্তী জেলায় বদলী করা উচিত বলে মনে করি। পরিশেষে, ডিপুটেশন (Deputation) আদেশ বাতিল করে একজন বিতাগীয় কর্মকর্তার নেতৃত্বে কার্য পরিচালনা করার সুবিধা দিলে ভাল হয়। তা না হলে, উপজেলায় ত্রিমুখী চাপে মানসিক ভারসাম্য নিয়ে চাকুরী করা সম্ভব নয়। কারণ, সঠিক সময়ে কোনদিন বেতন ও অন্যান্য সুবিধাদি পাওয়া যায় না বলে কাজে অবহেলার সৃষ্টি হয়। আর একটা কথা উল্লেখ্য, এ, ডি, পি'র উন্নয়নমূলক প্রকল্পের জন্য যে অর্থ দেওয়া হয় তা যদি সরাসরি বিতাগীয় কর্মকর্তাদের কাছে পাঠানো হয় তবে আশাকরি উন্নয়ন কাজের কোন জটিলতা সৃষ্টি হবে না এবং নিজের সঠিক সিদ্ধান্ত মোতাবেক প্রকল্প বাস্তবায়ন সম্ভব হবে বলে আশা করি।

ধন্যবাদান্তে ----

CASE - 2

Mr. B, an Upazila Nirbahi Officer (Upazila Executive Officer) was first transferred from one Upazila to another Upazila. While on transit leave, he was retransferred to another upazila. This had harrassed him and doubled his expenses.

He painfully writes in bangla :

"..... (উপজেলা) থেকে আমার প্রথমে বদলীর আদেশ হয়.....

উপজেলায়। আমি আমার মালপত্রসহ (উপজেলায়) রওয়ানা হই এবং Transit leave (অফিস) বাড়ীতে অবস্থান করি।

আর শুনতে পাই যে (উপজেলার) বদলী cancel হয়ে আমার বদলী (উপজেলায়) হয়েছে। এতে আমার হয়রানী ও দুিগুণ খরচ হয়েছে।

যতই আমাদের দিয়ে লিখে বিন - আমার মত অনাথদের কোন লাভ হবে না। এটা জানি, বুঝা কাজের সময় নষ্ট করতে চাই না। "

CASE - 3

Mr. C, who worked as Veterinary surgeon for 7 years, had expressed deep resentment over his sudden transfer as Upazila Livestock officer. This transfer as he complained has triggered deviations in his profession. The experiences he gained for long 7 years became ineffective.

His Bangla reactions are quoted below :

"এ বৎসর ভেটেরিনারী সার্জন হিসাবে কাজ করার পর হঠাৎ করে উপজেলা পশু পালন কর্মকর্তা হিসাবে দায়িত্ব প্রদানে আমার ভেটেরিনারী সার্জনের অভিজ্ঞতাকে কোন কাজে আসবে না। সেই অভিজ্ঞতা ছেড়ে দিয়ে অন্য লাইনে কাজ করছি, খুবই দুঃখজনক বলা যায়। কারন পশু পালন-কর্মকর্তা ও ভেটেরিনারী সার্জনের কাজ সম্পূর্ণভাবে আলাদা বলা যায়।"

CASE - 4

Mr. D, an Upazila Magistrate was transferred to Upazila. He moved there with his pregnant wife, children and luggages and remained dangled for 15/20 days without any charge. Afterwards, he was retransferred to another upazila had compelled him to quickly reshift family. Meantime, his pregnant wife had delivered a baby. He painfully states in bangla :

"..... উপজেলা থেকে উপজেলাতে বদলী করা হয়। সেখানে যথা সময় যোগদান করি। আসবাবপত্র ছেলে-মেয়েসহ বাসায় উঠি। কিন্তু ১৫/২০ দিনেও চার্জ পাই নাই। ইতিমধ্যে বদলীর আদেশ বাতিল হয়ে যায়। পুনরায় ট্রাক ভাড়া করে ছেলে মেয়ে নিয়ে নতুন কর্মস্থলে যোগদান করি। ঘটনাটি খুবই দুঃখজনক ছিল। সেই সময় আমার স্ত্রী গর্ভবতী ছিলেন। পরবর্তী কর্মস্থলে যোগদানের পূর্বেই তিনি সন্তান প্রসব করেন।"

CASE - 5

Denial to accept unjust request of a public representative, Mr. E, an Upazila Engineer was disparaged before a houseful public.

Further, his proposal for a tender through lottery disregarding the request of a 'so called leader' had motivated a minister to write against him for a transfer, though the transfer did not occur.

Finally, with lamentation, Mr. E, wished almighty Allah's blessings and expected when the thorny situation in Bangladesh would be over.

His bangla statement is reproduced :

"কোন ক্ষেত্রে জন প্রতিনিধির অন্যায্য অনুরোধ রাখি নাই, ফলে এক ঘর ভর্তি জনসন্মুখে অপমানিত হয়েছি কটুবাণে। মোটেই দুঃখ নেই। কারণ আমি সত্য রিপোর্ট দিয়েছি জনস্বার্থে।

একবার কথিত একজন নেতার কথা না শুনে টেন্ডারে লটারীর কথা বলেছিলাম। ফলে মুন্সী মহোদয় বদলীর জন্য লিখেছিলেন মস্তনালয়ে। বদলী তাতে হয় নাই। সবশেষ কথা, আমাদের ঈমান আল্লাহ ঠিক রাখুন।

সকলের উচিত হবে সঠিক পথে সঠিক উপায়ে চলা। পিচ্ছিল সিঁড়ি বেয়ে উপরে উঠার পথ কবে পরিহার হবে, বাংলাদেশে, জানি না, আল্লাহ আমাদের সকলের সহায়ক।"

CASE - 6

Mr. F, an Upazila Engineer had to wait for long 1½ months time without any charge at his present work place. He wrote in bangla :

"প্রশাসনিক দুর্বলতার কারণে সর্বশেষ বদলীর পর বর্তমান ক্ষেত্রে দায়িত্ব পেতে দীর্ঘ দেড়মাস পর্যন্ত অপেক্ষা করতে হয়েছে।"

CASE - 7

Mr. G, an Upazila magistrate, on political reason, was transferred within 9 months from one upazila. This transfer was triggered because the magistrate had provided a true report against a union parishad member for project wheat embazzlement. The member, on being dissatisfied, got the magistrate transferred by a minister. This had caused financial loss and mental injury. His bangla comments are reproduced :

"রাজনৈতিক কারণে আমাকে ৯ মাসের মধ্যে কোন এক কর্মস্থল থেকে বদলী করা হয়। কোন এক ইউ, পি সদস্য কর্তৃক প্রকল্পের গম আত্মসাত করার অভিযোগ তদন্ত করে সত্য সত্য বাস্তব প্রতিবেদন পেশ করলে উল্লেখিত সদস্য অসন্তুষ্ট হয়ে মন্বী দিয়ে বদলী করে দেয়। তাতে আর্থিক এবং মানসিক ক্ষতি হয়।"

CASE - 8

Mr. H, a Subject Matter Officer, to pursue his transfer had arrived in Dhaka by bus in one morning accompanied his father. While going by rickshaw, some 6/7 miscreants in a private car had attacked them and snatched away money, ornaments, clothings and other valuables (worth about Taka 50,000/-) nothing else, only one taka was left in his father's pocket. His bangla statement is reproduced :

"বদলীর চেষ্টা করার জন্য ঢাকায় এসে পৌছি ভোর বেলায়, সাথে আত্মা ছিলেন। বাস থেকে নেমে রিক্শায় উঠি, খানিকদূর যাওয়ার পর প্রাইভেট কারএ করে ৬/৭ জন যুবক ছেলে এসে টাকা পয়সা, অলংকার কাপড় (৫০,০০০/-) টাকার মত জিনিসপত্র নিয়ে যায়। পরে দেখা যায় আত্মার পকেটে একটা ছাড়া আর কিছুই নেই।"

One can easily infer the overall situation delineated in the above 8 cases. The situation seems frustrating. Influence, interference, corruption and irregularities were reported by the transferees. Delay in charge hand over take over, change of profession, cancellation and duplication of personnel transfer orders, were evidenced. Languages of individual transferee reflects aggrieved tone. These are harmful for organisational environment, psychology and work accomplishment.

6.0 RECOMMENDATIONS & CONCLUSION

6.1 Recommendation :

The Recommendations drawn from this research are now scheduled below :

Recommendation - 1 :

Follow-up
Studies

Findings especially in section 4.1 being respondents own views requires indepth follow-up studies in specific programme or functional areas.

Recommendation - 2 :

Personnel
Transfer
Time Span

Separate personnel transfer policy (PTP) for different cadres be formulated. Their role, relations and functions varies. Therefore, it is inappropriate to have one common policy for all. The present maximum time-span (2 years for hill districts and 3 years for other locations) has not been confirmed by the research. The overall results favour personnel transfer atleast after 3-4 years. Transferee of BCS (admn) cadre, of course, is willing to be transferred within 2-3 years. 90% transferee working in Bandarban are willing to be transferred atleast after 3-4 years. Therefore, irrespective of any location, the personnel transfer policy should recognise separate entity of individual cadre and accordingly atleast 3 years time span for BCS (Admn) and 4 years time-span for other cadres is proposed unless any exigency arises or individual transferee applies for early transfer.

Recommendation - 3 :

Personnel
Transfer
cost

Government allowance has been proved insufficient, only 70% expenses, on average, is covered while 30% expenses is borne by the transferee. These cause hardships and affect psychology of the transferee. Thus travelling and daily allowances be increased by 30% or alternatively, expenses may be reimbursed on actual cost basis upon production of vouchers.

Recommendation - 4 :

Management of personnel transfer should be more humanistic. Individual needs and aspirations, convenience and inconveniences should be recognised to maintain their psychology. If the transferee has any justifiable cause, his appeal for transfer or alteration of transfer be considered. If his appeal, at all, cannot be considered, reasons of such denial should be explained to him so that no grievance is accumulated in his mind. Political influence, local elite's complaint and other pressures can only be effected after proper enquiry and investigation and reason of any such transfer be notified to the transferee.

Human
Relations
Approach

Recommendation - 5 :

Personnel transfer inventory should be updated and if possible, be computerised so that mistakes, duplication can be avoided or minimised. This, side by side, would lower personnel transfer lead time.

Management
Information
System

Recommendation - 6 :

Some transferee had expressed willingness to work at home districts. This request deserve consideration in personnel transfer policy especially for those dealing with transferred subjects. The policy continuing from British period that no officer be posted within home district need be changed. The national objectives are not the same as that of the British raj. During British colonial rule, national objectives were limited to the collection of revenues and taxes. The police forces were created not to maintain peace and tranquility in real terms or to safeguard the general public but to help the zamindars to expedite collection of taxes and suppress agitation and/or revolution against British Government. Now the context has changed. The main focus is development and only development. Therefore, the PT policy should aim at motivating people to contribute more effectively towards attaining national development goals. Therefore, there should not be any rigidity in transferring an officer to his own location. If the concept of development is valid, then officer should be encouraged to work at his own upazila/district. This policy might generate following benefits :

Place of
Personnel
Transfer

- a) The officer will be much more motivated to develop his own locality.
- b) He will be able to more closely watch the problem of his locality. This will help formulating realistic plans.
- c) Pressure on governments limited housing and other amenities will be reduced. They will find other avenues if needed.
- d) Dispersed dwelling shall create opportunity for more interactions with general public, moreover, it will develop the sense of inseparability in their mind.
- e) They will be able to better manage their family, cultivable lands and other chattels. Personal establishment cost will lower down, eventually, improve their quality of life. All these may create positive impact in national income.
- f) Finally, this will ensure compliance of PT order and would remove procrastination to join unknown for-flung areas.

Therefore, two separate policy for retained and transferred subject be framed. The officers of transferred subjects be encouraged to work at their locality while the officers of retained subject dealing with law and administration should be posted beyond their home district.

Recommendation - 7 :

The present personnel transfer policy to post the working husband and the working wife, where possible, at same location is very much commendable. The same rule should continue and be strictly enforced.

Spouse's
Personnel
Transfer

6.2 Conclusion :

This study, inspite of certain limitations as enunciated, has, for the first time, attempted to analyse and examine certain effects of personnel transfer. This attempt, researcher believes, would help all administrators to recognise personnel transfer as a more effective tool of management to improve work environment, individual skills and efficiency, job satisfaction and other psychological factors.

11. Orders on Transfer and Posting

স্মারক নং ইডি / এসএ ১-১/৮২-২২৭ তারিখ ৬ই মে ১৯৮২

সরকার সিদ্ধান্ত গ্রহণ করিয়াছেন যে, কোন বদলীযোগ্য পদে একজন বেসামরিক সরকারী কর্মচারী একাধিক্রমে ৩ বৎসরের অধিককাল চাকুরী করিবেন না।

২। আপনার মন্ত্রণালয় / বিভাগ/ অধীনস্থ সকল বদলীযোগ্য পদের কর্মকর্তাদের একাধিক্রম কর্মকাল অবিলম্বে পরীক্ষা করিয়া যাহারা ৩ বৎসর অতিক্রম করিয়াছেন তাঁহাদের প্রত্যেককে আগামী ৩ সপ্তাহের মধ্যে নতুন পদে / স্থানে নিয়োগের আদেশ জারী করিবার জন্য অনুরোধ করা যাইতেছে।

৩। দ্বিতীয় অনুচ্ছেদে বর্ণিত নির্দেশ আপনার মন্ত্রণালয় / বিভাগ এবং তৎঅধীনস্থ সকল দপ্তর/ পরিদপ্তরে কার্যকর করা হইয়াছে এই মর্মে অত্র বিভাগকে অবশ্যই জ্ঞাত করিয়া বাধিত করিবেন।

৪। এতদ্ব্যতীত ভবিষ্যতেও ৩ বৎসরকাল অতিক্রম হওয়ার অব্যবহিত পূর্বেই যাহাতে সংশ্লিষ্ট কর্মকর্তা নতুন পদে / স্থানে বদলী আদেশ পান সেইদিকে বিশেষ দৃষ্টি রাখিবেন।

৫। উল্লেখ্য যে, সংস্থাপন বিভাগের অধীনস্থ কর্মকর্তাদের জন্য অত্র বিভাগই পৃথকভাবে কার্যক্রম গ্রহণ করিবেন।

No. ED (TPC / CHTs) / 5(1) / 83-198 dated 26-6-1983.

6. The Government has been pleased to decide that the tenure of officials posted in the districts of Chittagong Hill Tracts and Bandarban will be two years.

7. All Ministries / Divisions are requested to take appropriate necessary action as per above decision. Those officials who have already served for two years or more in the districts of CHTs and Bandarban should be withdrawn and posted elsewhere and new persons should be posted in these districts in their places.

O.M. No. E&R (Reg -IV) - 175 / 83 - 87 dated 25 August 1983.

8. In order to ensure prompt sanction and payment of pension and gratuity to Government servants, revised procedures have recently been laid down by the Government. With a view to stream-line the system further, Government is now pleased to decide that as a general rule, a Government servant shall be retained in the same department or station during the last three years of his service before retirement.

9. Exceptions to the above general rule may, however, be made by the Government (i) in exceptional cases when the exigencies of public service so require and (ii) in cases where the Government servant concerned is not found fit to discharge the duty of his post satisfactorily.

No MER /DS (CHTs / UPC) / 5-(1)/ 83-264 dated 20-10-1983.

10. The decision Contained in the O.M. dated 26-6-1983 above will apply to all without distinction as to whether he belongs to CHTs or not.

No. AD-III / 228 / 83-579 dated 16-11-1983

11. Government decided that officers working in Government / Autonomous / Semi-Autonomous organisations / Directorates / Departments in transferable posts for more than three years in the same posts / places should be immediately transferred.

12. It is further stated that the class III and class IV employees were not and are not within the purview of these orders. It has come to the notice of this Ministry that there has been many cases of transfer of class III and class IV employees and their consequent sufferings thereafter. The Government views this with great concern. In terms of para 4 of the Memo No. ED/SAI-3/ 83-257 dated 13-6-1983, such cases of deviation will invite disciplinary action against the officers causing this unwarranted harrassment in violation of the Government orders.

No PS/WA-95/ 77-147 (39) Dated 1-2-79

13. In pursuance of the recommendations made by a committee in a meeting held at Bangabhaban on 17-1-1977, it is requested to kindly post the working husband and the working wife in the same station as far as possible.

14. The Cabinet Secretariat, Establishment Division, under No ED/JA -11-96 / 77-993 dated 30 May 1978, requested the Ministries/ Divisions to ensure implementation of the recommendations (All Government Departments may be again requested for posting the working husband and the working wife in the same station as far as possible) under intimation to Women's Affairs Division. This has reference to President's Secretariat, Women's Affairs Division No. 2-58/77-338 dated 25 November 1977.

**Resolution of the Administration at the Upazila Level
Dated, 23 October, 1982**

**SUBJECT : Reorganisation of the Administration at the
Upazila Level**

Government has decided to reorganise the Administration at the Upazila Level. Under this reorganised set up, each Upazila will be the focal point of all administrative activities. Responsibility for all development activities at the local level shall be transferred to the Upazila Parishad. For the present Government will retain the direct responsibility for regulatory functions and major development activities of national and regional as illustrated at Annexure-I.

2. The services of officers dealing with subjects transferred to the Upazila Parishad will be deemed to have been placed at the disposal of the Upazila Parishad and they will be accountable to the respective Upazila Parishad. Government and respective Departments however, will continue to be responsible for the appointment, transfer, promotion, discipline and remuneration of these officers.

3. The officers dealing with the subjects retained by the Government will be answerable to the Upazila Parishad. The Upazila Parishad will be competent to call for report from these officers on their activities and also summon them for hearing. Upazila Parishad will also be entitled to cause inspection of their officers and report to Government on any lapse in the discharge of their duties which may come to the notice of the Parishad. Upazila Parishad will also provide the necessary assistance to enable these officers to function effectively in the Upazila.

4. The organisational chart of the reorganised Upazila Administration and the charter of duties of the officers named in the chart may be seen at Annexure-II.*

5. The reorganised administrative set up will be introduced in phases. In the first phase, 45 Upazila will be brought under

the reorganised administrative set up with effect from 7th of November, 1982. The list of these Upazila is at Annexure-III*. These Upazila will cease to be part of subdivisional administration and will function directly under district administration.

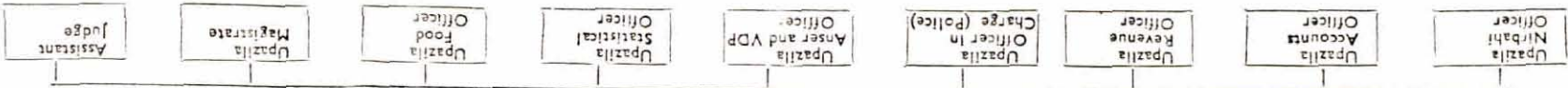
6. Till such time, Chairmen of Upazila Parishads are elected, the Upazila Nirbahi Officer will act as the Chairman of the Upazila Parishads. Necessary amendment in the legislation is being made.

*Not attached

List of Functions

List of Retained subjects	List of Transferred subjects
i. Maintenance of law and order, ii. Civil and Criminal Judiciary, iii. Administration and management of central revenues, like Income Tax, Customs, Excise, Land Development Tax, etc., iv. Maintenance of essential supplies, v. Large Scale Industries, vi. Irrigation schemes involving more than one district, vii. Mining and Mineral Development, viii. Generation and distribution of electric power, ix. Technical education and all other education above primary level, x. Modernised district hospitals and hospitals attached to Medical Colleges, xi. Inter-district and inter-Upazila means of communication, xii. Flood control and development of water resources, and xiii. Compilation of national statistics.	i. Agriculture including extension services, input supply services and irrigation, ii. Primary education, iii. Health and Family Planning including Upazila Health Complexes, MCH and all population control services, iv. Rural Water Supply and Sanitation Programme, v. Rural Works Programme, vi. Food for Works Programme, vii. Disaster Relief including VGF, IGF, etc., viii. Cooperatives and cooperative based rural development programme, ix. Fishery development, and x. Livestock development.

Upazila Administration



2. Upazila Parishad Co-ordinate all retained functionaries except Magistrate and Assistant Judge.

65

Bangladesh Public Administration Training Centre
Savar, Dhaka.

"AN OPINION SURVEY ON THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION"

QUESTIONNAIRE - I

(Applicable for Transferee officer
in Salary Scale Tk.1650/- & above)

1. a) Name (optional): _____
b) Job Title : _____
c) Cadre Name : _____ Year: _____
d) Job Location : _____

2. Marital Status (Please Tick):

Married ☐ Widowed ☐ Widow ☐
Unmarried ☐ Divorced ☐

3. Particulars of dependents (on income) members :

- a) Number staying at job location : _____ person(s)
b) Number staying at other location : _____ person(s)

Total dependents : _____ person(s)

4. Spouse's profession (Please Tick) :

a) Nature of Job : Government ☐ Autonomous/
 Private ☐ Semi-Government ☐
Other(Please Specify):

b) (i) Is the job transferable at Upazila level ?

(Please Tick): Yes ☐

No ☐

(ii) If yes, are you staying together(both husband and wife). Please Tick :

Yes ☐

No ☐

(iii) If not, how long you are separate ? ——— Year(s)
 ——— Month(s) (Give last 5 years figure)

(iv) Lists major convenience(s) and/or inconvenience(s) of living separate.

CONVENIENCE(S)INCONVENIENCE(S)

1) _____
 2) _____
 3) _____

1) _____
 2) _____
 3) _____

5. Please indicate if you have any direct links and/or personal relations (not indirect) with following persons:

(Please Tick) :

Minister & above ☐

Joint Secretary & equivalent ☐

Secretary & equivalent ☐

Deputy Secretary & equivalent ☐

6. a) Indicate your choice on the frequency of transfer :(Please Tick):

Less than a Year	☐	After 4-5 Year	☐
After 1 Year	☐	6-10 Year	☐
2 Year	☐	Whole life in	☐
3 Year	☐	one place	

- b) Please justify above time-span

1) _____

2) _____

3) _____

7. a) Lists occurrence(s) of ^{your} transfer(s) during last five years (1984-1988) :

Year	Number (in times)	Upazila/job location
1984	_____	_____
85	_____	_____
86	_____	_____
87	_____	_____
88	_____	_____
TOTAL TRANSFER (IN NO.) :		

8. a) How your present transfer has occurred ?

(Please Tick) :

Personal Request	☐	Political Influence	☐
Superior Recommendation	☐	Automatic	☐
Emergent Situation	☐	Local Elite's Complaint	☐
		Other (Please Specify) :	

b) What was your reaction at the present transfer ?

Very Happy	☐	Very Unhappy	☐
Happy	☐	Unhappy	☐
No Reaction	☐		

c) i) Have you enjoyed any leave within 15 days of the present transfer ?

Yes	☐
No	☐

ii) If yes, how many days you enjoyed ? ——— days

iii) Would you enjoy this leave, if you were not been transferred ?

Yes	☐
No	☐

9. Statement of present transfer cost :

GOVERNMENT ALLOWABLE EXPENSE (GAE)	PERSONAL EXPENSE	
(Travelling Allowance, Daily Allowance, Luggage charges & other incidental expenses)	<u>Direct Expense</u> (Any expense on Travelling Allowances, Luggage and other incidentals beyond GAE)	<u>Indirect</u> Neither direct personal expense nor GAE but expenses like Gifts, Tips, Others gratification to pursue transfer cases)
Taka : _____	Taka: _____	Taka: _____

10. Time limit for charge handing and taking

(Indicate last transfer):

- a) Date Transfer Order Received : _____
- b) Date Released : _____
- c) Date Charge handed over : _____
- d) Date charge taken over : _____

11. (i) Did you get salary in time because of transfer ?
(Please Tick) :

Yes ☐

No ☐

ii) If no, how many days, salary was delayed? _____ days

- iii) How much money you spent collecting relevant papers for salary bill preparation ? Taka : _____

12. What are the advantages and disadvantages you noticed during your last five years transfers ?

a) PERSONAL :

PERSONAL	
Advantages (including new experience gained)	Disadvantages
1) _____	1) _____
2) _____	2) _____
3) _____	3) _____

b) OFFICIAL

OFFICIAL	
Advantages (including new experience gained)	Disadvantages
1) _____	1) _____
2) _____	2) _____
3) _____	3) _____

13. a) Please indicate the impact of personnel transfer on Development Project/Schemes, administration and judicial work :

Nature of work	NEGATIVE EFFECT (Work Suffers/ delays)		Unaffected (NO EFFECT)	POSITIVE EFFECT (Work Expended)	
	Always	Sometimes		Always	Sometimes
-Development Schemes/Projects	☐	☐	☐	☐	☐
-Administrative work	☐	☐	☐	☐	☐
-Judicial work	☐	☐	☐	☐	☐
-Other(Please specify):	☐	☐	☐	☐	☐

- b) Please justify above opinion :

- 1) _____
 2) _____
 3) _____

14. a) How do you feel about the projects(only ADP & BRDB financed) undertaken by your predecessor? (Give only two FYs 1987-88 & 1988-89 reaction) :

FY	Projects undertaken by predecessor		Successor's feeling over predecessor's projects	
	Total number	Budget (Taka)	Like (In No.)	Dislike (In No.)
1987-88	_____	_____	_____	_____
1988-89	_____	_____	_____	_____

b) Please give reason(s) of your likings and dislikings over above projects :

- 1) _____
- 2) _____
- 3) _____

15. a) What was the impact on the progress of Project work (only 3 projects-ADP & BRDB financed) upon transfer of your predecessor ?

Project Name with FY	PROGRESS OF WORK						Reason of Variance (Average Estimate)	
	Financial		Time (Duration		Technical(Pro- (gress of work)		Trans- fer (In %)	Other reaso (In %)
	Budget	Actual Expense	Planned	Actual	Planned	Actual		
1)								
2)								
3)								

b) Please give justifications in favour of the above information :

- 1) _____
- 2) _____
- 3) _____

16. Please give an account of accomplishment 6 months before and 6 months after the date of joining (DOJ) of the following officers (Fill-up your portion only) :

Work Element	Unit	ACCOMPLISHMENT	
		6 months before (Excluding DOJ)	6 months after (Including DOJ)
1	2	3	4
<u>Upazila Engineer</u>			
a) Tubewell Installation:			
- Deep	No.	_____	_____
- Shallow	"	_____	_____
- Deep set	"	_____	_____
b) Tubewell Repairing :			
- Deep	"	_____	_____
- Shallow	"	_____	_____
- Deep set	"	_____	_____
c) Irrigation :			
- Equipment Purchase	"	_____	_____
- Distribution	"	_____	_____
- Repair	"	_____	_____
- Canal Excavation	Sq. Km.	_____	_____
- Reexcavation	"	_____	_____
- Drainage construction	Sq. ft	_____	_____
d) Bridge/Pool Construction			
- Pacca	No. Taka	_____	_____

1	2	3	4
- Semi-pacca	No. Taka	_____	_____
- Wooden/Bamboo	No. Taka	_____	_____
e) Bridge/Pool Repair/Renovation :			
- Pacca	No. Taka	_____	_____
- Semi pacca	No. Taka	_____	_____
- Wooden/Bamboo	No. Taka	_____	_____
f) Road Construction :			
- Pacca	Sq.km Taka	_____	_____
- Semi Pacca	Sq.km Taka	_____	_____
- Kancha	Sq.km Taka	_____	_____
g) Road Repair/Renovation :			
- Pacca	Sq.km Taka	_____	_____
- Semi Pacca	Sq.km Taka	_____	_____
- Kancha	Sq.km Taka	_____	_____
h) Sanitary Latrine :			
- Construction	No. Taka	_____	_____
- Sale/Distribution	No. Taka	_____	_____

1	2	3	4
i) <u>Other work (Please specify)</u> _____		_____	_____
ii) <u>Upazila Health & Family Planning Officer</u>			
a) Treatment of patients:			
- Indoor	No.	_____	_____
- Outdoor	"	_____	_____
b) Sterilization operation	"	_____	_____
c) Distribution of Family Planning Materials (Pills, contraceptives etc.)	"	_____	_____
d) Health Worker Training :			
- Training Course	"	_____	_____
- Participants	"	_____	_____
f) Other work (Please specify) _____		_____	_____
iii) <u>Upazila Agriculture officer/ Additional Agricultural Officer/Upazila Subject Matter Officer :</u>			
a) Demonstration Farm	"	_____	_____
b) Nurseries:			
- Number	"	_____	_____
- Total Investment	Taka	_____	_____

1	2	3	4
c) Irrigation :			
- Equipment Purchase	No Taka	_____	_____
- Distribution	No Taka	_____	_____
- Repair	No Taka	_____	_____
- Canal Excavation	Sq.m	_____	_____
- Re-excavation	Sq.m	_____	_____
d) Training of Extension Workers/Farmers :			
- Training Course	No	_____	_____
- Participants	"	_____	_____
e) Other work (please specify)		_____	_____
iv) <u>Upazila Livestock officer/</u> <u>Upazila Veterinary Surgeon:</u>			
a) Treatment :			
- Duck & Hen	No.	_____	_____
- Cattle	"	_____	_____
b) Distribution of Improved Varieties:			
- Duck & Hen	"	_____	_____
- Cattle	"	_____	_____

1	2	3	4
ix) Assistant Commissioner (Land)/Upazila Revenue Officer :			
a) Tax(Khajna) collection	Taka	_____	_____
b) Certificate Cases :			
- Disposal	No	_____	_____
- Pending	"	_____	_____
c) Khash Land Recovery	Acres	_____	_____
d) Distribution	"	_____	_____
e) Other work(Please specify)		_____	_____

x) Upazila Finance Officer :			
a) Fund Release from Ministry	Taka	_____	_____
b) Amount Spent	"	_____	_____
c) Other Work(Please specify)		_____	_____

xi) Other Officer(s) (If any) :			
a) _____		_____	_____
b) _____		_____	_____
c) _____		_____	_____

17. Can you recognise any defect in the current Personnel Transfer System/Policy? Please list down only major items :

a) _____
b) _____
c) _____

18. What improvement do you recommend in the system/policy?

a) _____
b) _____
c) _____

19. Any additional comments : (This may includes, inter alia, any remarkable events occurred in your service life because of personnel transfer)

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA.

"AN OPINION SURVEY ON THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION

QUESTIONNAIRE - 2

(Applicable for Supervisor of Transferee Officer)

1. a) Name (Optional): _____
- b) Job Title : _____
- c) Cadre Name : _____ Year: _____
- d) Job Location/
Upazila : _____

2. a) Please recommend most suitable time-span for
transfer of your immediate subordinate(s)
(Please Tick) :

Less than a Year	☐	After 4-5 Year	☐
After 1 Year	☐	6-10 Year	☐
2 Year	☐	Whole life in	☐
3 Year	☐	one place	☐

- b) Please justify above time-span :

- 1) _____
- 2) _____
- 3) _____

3. a) Please indicate the impact of transfer of your immediate subordinates on Development Project/ Schemes, administration and judicial work :

Nature of work	NEGATIVE EFFECT (Work suffers/ delays)		Unaffected (NO EFFECT)	POSITIVE EFFECT (Work Expended)	
	Always	Sometimes		Always	Sometimes
-Development Scheme/Project	☐	☐	☐	☐	☐
-Administrative work	☐	☐	☐	☐	☐
-Judicial work	☐	☐	☐	☐	☐
-Other (Please specify):	☐	☐	☐	☐	☐

- b) Please justify above opinion :

- 1) _____
- 2) _____
- 3) _____

4. Particulars of transfer cost of your Upazila :

FY	B U D G E T			EXPENSE
	ADP Grant (Taka)	Salary & Allowances of Officers(Taka)	TA DA (Taka)	TA DA (only personnel Transfer) (Taka)
1988-89 (up to Sept)				
1987-88				
1986-87				
1985-86				
1984-85				

5. Please make an overall comparative performance evaluation for 1987-88 of your immediate preceding and corresponding succeeding officers : (Evaluate maximum 5 officers)

Rating Scales : 1 = Lowest; 5 = Highest

Immediate preceding officer (Present Upazila)						Corresponding Succeeding officer (New on Post in present Upazila)					
Rating Scale						Designation	Rating Scale				
1	2	3	4	5			1	2	3	4	5
a)						a)					
b)						b)					
c)						c)					
d)						d)					
e)						e)					

6. Please give an account whether any officer under your direct control has enjoyed any leave within 15 days of joining on transfer :

Designation of concerned officer	Date of joining (DOJ)	Date of taking leave	Total leave days (within 15 days of DOJ)
a)			
b)			
c)			
d)			
e)			

7. Please give an yearly inventory of transfers of subordinate officers of your Upazila :

Calendar Year(C Y)	Total officer (In No.)	Total Transfer Orders issued (In No.)	Actual transfer executed(In No.)
1988 (upto Sept.)			
1987			
1986			
1985			
1984			

8. What advantages and disadvantages you think, accrues or have accrued in administrative, judicial and project work because of transfer of your subordinate officer ?

Advantages (including new experience gained)	Disadvantages
1)	1)
2)	2)
3)	3)

9. Please indicate how this progress of project work (Maximum 5 ADP and BRDB financed projects according to priority) has affected because of transfer of your subordinate officer(s) ? :

Project Name with FY	PROGRESS OF WORK						Reason of Variance (Average Estimate)	
	Financial		Time (Duration)		Technical(Pro- gress of work)		Tran- sfer (IN %)	Other reasons (In %)
	Budget	Actual Expense	Planned	Actual	Planned	Actual		
1)								
2)								
3)								

- b) Please give justifications in favour of the above information :

- 1) _____
- 2) _____
- 3) _____

10. Same as question-16 of Questionnaire-1 (Here Supervisor to accomplish for all of his subordinate transferee whereas in questionnaire-I, the transferee to fill-up his own portion only)
11. Same as question - 17 of questionnaire - I
12. Same as question - 18 of questionnaire - I
13. Any additional comments :

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA.

"AN OPINION SURVEY ON THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION"

QUESTIONNAIRE - 3

(Applicable for Supervisor of Transferee Officer)

1. a) Name (Optional) : _____
 b) Job Title : _____

2. a) Please indicate your choice on the frequency of transfer of your boss (Please Tick)

Less than a Year	☐	After 4-5 year	☐
After 1 year	☐	6-10 "	☐
2 "	☐	Whole life at one place	☐
3 "	☐		

- b) Please give reasons about above time-span
 - 1) _____
 - 2) _____
 - 3) _____

3. Please make a comparative evaluation of your
immediate preceding and succeeding bosses
(1 = Lowest, 5 = Highest) :

Preceding Officer (Present Upazila) Designation : _____					CRITERIA	Succeeding Officer (present upazila) Designation: _____				
Rating Scale						Rating scale				
1	2	3	4	5		1	2	3	4	5
					1) Quantity & quality of work					
					2) Decision Making Ability					
					3) Behaviour with Subordinates					
					4) Leadership Ability					
					5) Discipline & Punctuality					
					6) Honesty & Integrity					
					7) Attitude & Outlook					
					8) Human Relations					
					9) Freedom & dignity of Subordinates					
					10) Sympathy					

4. Please indicate your psychological reaction upon transfer and joining of previous and present bosses respectively?

PSYCHOLOGICAL REACTION			
Previous Boss		Succeeding Boss	
Positive Reaction (very happy or happy)	☐	Positive Reaction (very happy or happy)	☐
Negative Reaction (very unhappy or unhappy)	☐	Negative Reaction (very unhappy or happy)	☐
No Reaction	☐	No Reaction	☐

5. a) Please indicate the impact of transfer of your boss on upazila activities :

Activity	NEGATIVE EFFECT (work suffers, delays)		Unaffected (NO EFFECT)	POSITIVE EFFECT (Work Expendited)	
	Always	Sometimes		Always	Sometimes
- Development Project/Schemes	☐	☐	☐	☐	☐
- Administrative work	☐	☐	☐	☐	☐
- Judicial work	☐	☐	☐	☐	☐
- Other work (Please Specify)	☐	☐	☐	☐	☐

b) Please justify above opinion

- 1) _____
- 2) _____
- 3) _____
- 4) _____

6. What advantages and disadvantages you have noticed upon transfer of your supervisor ?

Advantages (Both personal & official including new experience gained)	Disadvantage (Both personal & official)
a) _____	a) _____
b) _____	b) _____
c) _____	c) _____

7. Can you recognise any problems in the current Personnel Transfer System ? Please lists two or three important problem ?

- a) _____
- b) _____

8. How would you approach the above problem ?

- a) _____
- b) _____

9. Additional comments :

BANGLADESH PUBLIC ADMINISTRATION TRAIN CENTRE
SAVAR, DHAKA.

"AN OPINION SURVEY ON THE PERSONNEL TRANSFER SYSTEM
IN
UPAZILA ADMINISTRATION"

QUESTIONNAIRE - 4

(Application for Personnel Transfer Order
Issuing Authority (TOIA))

1. a) Name (Optional) : _____
- b) Designation : _____
- c) Ministry/Agency's
name and Address : _____

2. a) Please indicate your choice on the frequency of
transfer of officers of upazila.

Less than a year	☐	After 4-5 year	☐
After 1 "	☐	6-10 "	☐
2 "	☐	Whole life at	☐
3 "	☐	one place	☐

- b) Please justify above time-span

- 1) _____
- 2) _____
- 3) _____

3. a) What are the problems you encounter in the implementation /management of the present transfer policy ? Please indicate major problems.

a) _____

b) _____

c) _____

- b) What steps do you recommend to the solution of above problems.

a) _____

b) _____

c) _____

4. a) Annual Inventory of Personnel Transfer

Calendar Year (C Y)	Total officers in upazila	Total Personnel Transfer		
		Order	Actual Execution	Variance
1988/upto Sept)				
1987				
1986				
1985				
1984				

b) What are the reasons of such variances?

- 1) _____
- 2) _____
- 3) _____

5. Personnel Transfer Budget & Expense Account of
Upazila Officers (TRANSFEREE)

Financial Year (F Y)	BUDGET			ACTUAL EXPENSE (TA DA on a/c of Personnel Transfer)
	ADP Develop- ment Assistance Grant	Salary & Allowances of officers	TA DA (Personnel Transfer A/C	
1987-88 (upto Sept.)				
1986-87				
1985-86				
1984-85				
1983-84				

6. What are the rules, regulations and policies you follow in transfer of upazila officers? Lists major elements.

- a) _____
- b) _____
- c) _____

7. What improvement do you recommend for the policy?

- a) _____
- b) _____

8. Any other comments, if any :

BIBLIOGRAPHY

1. Beach, Dale S., Personnel : The Management of People at Work. New York : Macmillan Publishing Co., 1980.
2. Cohen, Michael, Two Fundamental Civil Service Reforms, (ed.) Cohen, Michael et, al, Public Administration and Public Policy/27, Public Personnel Updated. New York and Basel : Marcel Dekker, Inc., 1984.
3. Faizullah, Mohammad, Development of Local Government in Bangladesh. Dhaka : National Institute of Local Government, 1987.
4. Fitz-enz, Jac, How to measure Human Resources Management. New York : McGraw - Hill Book Co, 1984.
5. Glueck, William F., Personnel : A Diagnostic Approach. Texas : Business Publications, Inc, 1982.
6. Packard, Philip C., Critical Path Analysis for Development Administration : The Hague : Institute of Social Studies, 1972.
7. Rahman, Md. Habibur, (Compiled, edited and Published) Some Important Service and Financial Rules, Vol. III. 1989.
8. Raksasatays, Amara and Siedentop, Heinrich (edited) Asian Civil Services : Development and Trends. Kuala Lumpur : Asian and Pacific Development Administration Centre in Cooperation with Konrad Adenauer Stiftung, Bonn : Singapore National Printers (Pte) Ltd., 1980.
9. ----- Resolution of the Administration at the Upazila Level, Dated 23 October, 1982.
10. Sapru, R.K., Civil Service Administration In India, New Delhi : Deep & Deep Publication, 1985.
11. Smith, H.R., et, al, Management : Making Organisations Perform. New York : Macmilan Publishing Co., Inc., 1980.
12. Wren, Daniel, The Evolution of Management Thought. New York : John Wiley and Sons, 1987.
13. Yoder, Dale, Personnel Principles and Policies : Modern Manpower Management. New York : Prentice - Hall, Inc., 1959.

REFERENCE

1. Toynbee, Arnold, The Industrial Revolution, Boston : Beacon Press, 1956, P.89; originally published in 1884, quoted in Wren, Daniel, The Evolution of Management Thought. New York : John Wiley and Sons, 1987, P.36.
2. Williams, Jane C., "The Reduction of Labor Turnover in the Plimpton Press", The Annals of the American Academy, Vol. 71 (May 1917), pp.71-81, quoted in Wren, Daniel, The Evolution of Management Thought, New York : John Wiley and Sons, 1987, P.159.
3. Lovett, Robert F., "Present Tendencies in Personnel Practice", Industrial Management, vol. 65, (June 1923), pp.327-333, quoted in Wren, Daniel, The Evolution of Management Thought. New York : John Wiley and Sons, 1987 P.161
4. Jacob, E.K., Personnel Management in India : A Study of Training and Functions of Personnel Officers, Udaipur : Himanshu Publication, P.20, 1987.
5. _____, Bangladesh Service Rules, Part-I, (Reprint). Dhaka : Bangladesh Government Press, 1983, P.16.
6. "When You're Not Getting Anywhere at Work" World Executive Digest, Bangkok : Asian Institute of Management, August, 1988.
7. Pigors, Paul, and Myers, Charles A., Personnel Administration : A Point of View and a Method. New York : McGraw-Hill Book Company, 1965 (5th edition).
8. Jucious, Michael J., Personnel Management, Illinois : Richard D. Irwin Inc., 1979, P.177.
9. _____, Bangladesh Service Rules, Part-I (Reprint). Dhaka : Bangladesh Government Press, 1983, P.12.
10. Ibid, p.4.
11. Smith, H.R., et.al., Management : Making Organisations Perform. New York : Macmillan Publishing Co., Inc., P.63.
12. Ibid, p.63.
13. Packard, Philip C., Critical Path Analysis for Development Administration. The Hague : Institute of Social Studies, 1977, P.78.
14. Leibensteien, Harvey, Beyond Economic Man : A New Foundation for Micro Economics. Cambridge : Harvard University Press, 1976, pp.29-44.
15. শামুন, মুনতাসীর, ও রায়, জয়নুজ্জামান, প্রশাসনের অনুরমহল বাংলাদেশ ঢাকা : পল্লী পাবলিশার্স, ১৯৮৭, পৃঃ ২৬৫।