Chapter 5

Human Resource Management in Railway Departments

5.1 Introduction

Any organisation works as a basic social system. Same as society, it has its own rules and regulations. The major characteristic of any organisation is a combination of men and machines as its work force. Human resources form the working system and are responsible for the efficient functioning of it. Formation of the strong team for the success of the organisation starts from identifying and selecting the right person for the right job and continues with maintaining employee loyalty towards the organisation. During this whole process, the human resource manager has to take care of the employees as one family and develop a sense of commitment amongst them towards achieving the common goal of the organisation. Also, the career development of an employee should not be ignored. Employees in the organisation should get equal opportunity to develop them simultaneously.

There are certain modern concepts in the corporate world which are in line with the time. Work life balance, quality of work life, flexible working hours are some of the concepts getting established in the organisations and employees are becoming aware about it through many sources. Family life of an employee cannot be sacrificed today to earn better income at job place. Equal importance is given to the family as well as workplace. In these circumstances, it is difficult for the employer to create and maintain loyalty amongst his employees. The concept like employee engagement is a challenging one. Employment opportunities are amply available today. People easily switch jobs. Engaging them in the type of jobs of their liking is a tedious task. On this background,
human resource management is no more an easy idea to handle and in any case it should not be neglected or treated secondary.

This social system is also followed in Indian Railways which provides means of earning to more than 14 lakh employees. Railways work as the service organisation and are responsible for the easy and comfortable commutation of people. Indian Railways is one of the largest employers not only in India but also in the world. The workforce of Indian Railways is a varied mass of people from the Gangman or Khalasi at one end to Chairman, Railway Board at the apex level. The task of the personnel department of railways is to manage and look after the welfare of this large mass of employees and their families.

The researcher has covered the human resource aspects, the human resource policies along with its rules and regulations in railway departments of Mumbai division. The Railway Establishment Rules list down the provisions related to the various human resource aspects like recruitment, selection procedure, training, promotion, transfer, compensation management, welfare, performance appraisal etc. The researcher has made a sincere attempt to understand the changing trends in the human resource practices since the inception of railways till today. The time has changed from the concept of personnel management to human resource management and accordingly the work environment is also changing. The changing work place is creating a considerable impact on the work culture of this organisation. Work culture changes according to generations at work. Their values, beliefs, principles change with the changing time. The researcher analysed the impact of this changing situation on the behaviour and perception of employees in terms of human resource policies.

5.2 Concept of Human Resource Management

According to Decenzo and Robbins, “Human Resource management is concerned with the people dimension in management”. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the
organization is essential to achieve organisational objectives. This is true regardless of the type of organisation – government, business, education, health or social action.

Organizations are human associations in which two or more people seek to achieve a common goal or set of goals. It consists of people working together through interrelationships and interactions. In organization, different authority levels and job profiles are defined to achieve specialization through division of labour.

Organizations are run through people. An organization is nothing without its resources. If employees are removed from the organization, there is nothing but a pile of raw material, machines, and physical commodities. Organization consists of the combination of different resources, among which human resource is the superior. Only human resources have the capacity to utilise the remaining resources as per the requirement. The intellect and emotion are two important characteristics of human resources which make them stand apart from other resources.

Management is the process of efficiently getting work activities completed with and through other people. An organization consists of goals and limited resources. Different activities are required to be undertaken to achieve organisational goals. The limited resources should be allocated properly for completion of various activities. Simply, management is the act of allocating scarce resources to achieve goals and getting required activities completed with and through other people. The basic purpose of establishment of any organisation is reflected through its vision and mission. The policies and strategies are directed towards achievement of mission of the organisation. The rules and regulations support the policies and procedures in accomplishment of its goal.

Managing people in an organization is human resource management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. This is true regardless of the type of organization-government, business, education, health or social organizational objectives. It is concerned with philosophy, principles and practices related to human aspects of management. It balances the goals of organization and that of individual. Human resource management represents the
personnel management and industrial relations. Industrial relations and unionism are important concepts for government entities. Trade unions play active role in fighting for the rights of employees in such bureaucratic organisations.

5.3 Importance of Human Resource Management in Railway Department

Any organization will be called as successful only when it achieves its mission, vision, strategies, and goals. The role of human resources in achieving these goals is crystal clear. Today the notion that the human resource function is about serving employees is outdated. Instead of helping and serving employees, human resource management today focuses on their development, support, and encouragement to achieve their career path and goals. An organisation cannot build a good team of working professionals without good human resources. Any organisation, without a proper set up for human resource management is bound to suffer from serious problems while managing its regular activities. Today, organisations must put lot of efforts and energy in setting up a strong and effective human resource. Human resources help not only in tapping the fixed and scarce resources of an organisation in an effective and efficient way but also attaining the goals of the organisation in rapid manner.

Indian Railway is one of the gigantic public undertakings enriched with fixed assets. The railway board synchronizes the scarce resources with the help of human resources in Indian Railways. The network of railways is vast, spread all over India. Due to this widespread network, it brings in its fold people from different origins and of different workforce profile. As railway employees originate from different regions, their social background and culture differs. It is a challenging task to manage variety of people under one roof and getting the work done through them.

Beginning with the last decade of the twentieth century, globalization, liberalization and technological advances have changed the way the business is done across the world bringing together various threats as well as opportunities. Human resource personnel in railway departments have to identify the nature of these challenges
and opportunities and define their roles and responsibilities more sharply to counter these challenges and grasp various opportunities in order to meet the basic objectives. Stiff competition is offered from road network. Transportation requirement is arising out of accelerated growth of the Indian economy. It has forced Indian Railways to gear up for the challenges by the present scenario. The twenty first century has witnessed India undergone sweeping economic changes.

5.4 Railway Personnel Service

In the middle of the nineteenth century, the staffing of railways in India was owned and managed by British companies. It was made on the basis of racial discrimination during those days. The early builders, engineers, supervisors, traffic managers and locomotive superintendents arrived from Great Britain. They were highly paid men, at double the rates they would have received in their own country. There was a definite attempt on the part of the British railway companies in England to build a permanent settlement of skilled European labour in India. Lot of incentives was offered to European people so that they should be mentally ready to settle in India along with their families. The artisans, carpenters, iron smiths, station masters, points men and gang men were locally recruited. There were wide disparities between the salaries of the British and the Indian personnel which were not warranted by the nature of their duties. It was a clear discrimination based on colour and race. After over a century of British domination during which Indian trade and handicrafts had suffered much damage, Indians had become economically weak and dependent upon the British for their livelihood. It was easy for the railway companies to hire workers cheaply and retain them at low salaries.

The Acworth committee in 1920-21 presented a report\(^1\) which contains the summary about the division of the superior staff in railways in terms of European and Indian personnel in earlier years. The report stated that the few Europeans employed on the higher posts and the large number of Indians employed at the lower post was not carrying any type of compatibility at all. None of the highest posts were occupied by

\(^1\) Khosla G. S., *A History of Indian Railways*, Ministry of Railways, New Delhi, 1988, p 325.
Indians. The committee recommended employing more number of Indians at the higher posts in railways. As a result of these recommendations, better training facilities were progressively made available to Indians and increasingly greater numbers of Indians were admitted to higher posts. Even then, up to the time of India’s independence most of the positions in the higher cadres remained a European preserve.

The Europeans enjoyed besides salaries, gratuities, allowances, bonuses, leave facilities and several other amenities which were adequate to attract suitable candidate from Britain. But according to Indian opinion, it represented a heavy drain on the resources on Indian Railways. In the lower level of services also distinct preference was shown for Europeans and Anglo-Indians. They were paid better salaries, allowed better amenities and privileges than Indians doing the same work. Europeans and Anglo-Indians lived in separate colonies in railway towns and were provided with superior type of quarters. Special arrangements were made for the education of their children. Separate institutions and clubs were reserved for their entertainment and relaxation and even separate provisions were made for medical services.

All these distinctions disappeared after 1947. Merit became the only parameter to consider a person suitable for a particular job. Recruitment to the superior establishment was made by the Union Public Service Commission through open competitive examinations. Indian Railway Personnel Service is a cadre of group-A service of the Government of India. The officers of this service are responsible for managing the human resources of the Indian Railways which has a work force of about 1.4 million employees.

The recruitment to this cadre is done through the civil services examination. The first recruitment to the cadre was done by Union Public Service Commission in the year 1980. The selection consisting of written test and interview also known as ‘Personality Test’ is conducted by the Union Public Service Commission of India along with other Group-A services.

Indian Railway Personnel Service Officers man the Establishment Directorate and the Personnel department of the Ministry of Railways, at zonal railway and divisional levels including the railway production units and workshops. While other services in the
railway are concerned with the operational or material management of the train, the personnel service handles the human resource aspect. Importance of the service lies in looking at the problem not only from the government’s point of view but paying attention to the job oriented professional as well as personal needs of the employees to make them more effective and efficient as per the administrative need of the railway.

The main functions and responsibility of personnel officers\(^2\) in the railway is to arrange recruitment, selection, training of staff, promotion, demotion, transfers, disciplinary actions, retirement, settlement etc. The personnel branch actually deals with the employee from the day he joins the service or even before which is not over even on his retirement. For completion of the above mentioned functions, the personnel officer has to undertake following activities-

1. Dealing with provisions of various laws and acts such as Industrial Dispute Act, Factory Act, Workman Compensation Act, Payment of Wages Act, Minimum Wages Act and interpretation and implementation of rules and orders therein is also done in this branch.
2. All matters concerning the welfare of the staff such as provision of residential accommodation, canteens, holiday homes, consumer societies, schools, clubs, institutes, hospitals etc. also comes within its purview.

Personnel department is responsible for the service as well as personal issues of the employees. It works in close coordination with all other departments in the railways by functioning as consultant and adviser. Railway is one of the model employers with a large number of welfare measures being implemented to look after the staff and their families. Personnel officer is also the welfare officer in the railways. In short, most effective and efficient utilization of the vast human resource that railway have is entrusted to this department.

At the apex level of the Ministry of Railways, Government of India, Railway Board Member Staff is the highest level post, who also happens to be the *Ex officio* Secretary to

\(^2\) www.indianrailways.gov.in
Government of India. Currently he is assisted by two additional members who are in the rank of Additional Secretary. Below them are a group of Executive Directors, Directors, Joint Directors and Deputy Directors who work at Railway Board level who are either drawn from the service or from the Railway Board Secretariat service. Similarly at the sixteen zonal railway level the Personnel department as they call in the railways is headed by a Chief Personnel Officer. They are also posted in the major production units or factories of Indian Railways. The role of Personnel branch as it is called all over encompasses all those which are in any Human Resources Management department of any organisation including those of dealing with Labour Relations and Labour Legislations. Divisions of the zone are headed by Divisional Managers and departments in each division are headed by Senior Divisional Officer.

5.5 Recruitment and Selection of Railway Employees

During the nineteenth century the recruitment to the superior cadres in railways was made in England and to the inferior categories by local administrations. The responsibility for recruitment of non-gazetted staff was transferred to an agency independent of railways just a year before independence. Railway Service Commissions were constituted and started functioning at Calcutta and Bombay in April 1947 and at Lucknow from October 1947. Gradually the number of such commissions increased.

Before the formalization of recruitment procedure, children of the railway employees used to be shown some preference in recruitment to the lower cadres of the service. It was based on the belief that such preference fosters loyalty to the organisation which in long run helps in developing family relationship between management and the employees. This suggestion was widely accepted and the Railway Accident Committee 1962 recommended that the constitution should be amended accordingly. But Indian Constitution mentions the principle of equal opportunity for all citizens. Hence, this suggestion was not accepted.

The Indian Railways is divided into zones, which are further sub-divided into divisions, each having a divisional headquarters. There are a total of sixty-nine divisions. Each of the divisions is headed by a Divisional Railway Manager who reports to the
General Manager of the zone. A Divisional Railway Manager can be appointed from any services of Indian Railway, Indian Administrative Service and Indian Revenue Service for the tenure of 3 years but it can be exceeded on the recommendation of Railway Board. Divisional officers heading all departments viz. engineering, mechanical, electrical, signal and telecommunication, accounts, personnel, operating, commercial, safety, medical, security branches report to the Divisional Railway Manager. He is assisted by one or two Additional Divisional Railway Managers in the working of the division.

In Mumbai division, there are twelve departments. There are four classes of employees in each department. Recruitment to class 'A' is made through competitive examination held by the Union Public Service Commission and promotion of specially qualified class 'B' officers including officiating class 'B' officers of department. In the case of mechanical engineering department the recruitment is by appointment of candidates as Special Class Apprentice through the competitive examination conducted by the Union Public Service Commission and also by occasional admission of other qualified persons on the recommendation of the Union Public Service Commission.

All first appointments to the railway posts in class 'B' are made by the Railway Board. Recruitment to class 'B' posts by promotion of Class ‘C’ is made by the Railway administrations concerned in accordance with the rules framed by the Railway Board in consultation with the Union Public Service Commission.

Recruitment to Class ‘C’ posts is usually made through the Railway Service Commissions by open competition on all India bases or in the case of lower grade posts restricted locally to the area where such vacancies exist. However, railway administration is empowered to make direct recruitment on a limited scale to class ‘C’ posts selectively on compassionate grounds or to encourage sports.

Recruitment to Class ‘D’ posts is done by the railway administration through selection boards. Railway Board has set up Railway Recruitment Boards regionally to look after the appointments of class ‘D’ posts. Employment notices are issued locally and
the assistance of the local employment exchange is sought for getting adequate number of suitable candidates. Both in regard to direct recruitment and promotion, due note is taken of the government's policy of providing special facilities to scheduled castes and scheduled tribes. Railway Recruitment Board calls for eligible applicants through “Employment News” and notifications in railway recruitment website. The employment notification is also published on the individual Internet website. The applications are scrutinized for eligibility.

There are two types of posts to be filled in this category i.e. technical and non-technical. Separate eligibility criteria are fixed for these two categories.

**Technical category**-

Age limitation is between 18 years and 30 years.

Relaxation age for SC/ST candidates is 5 years and for OBC candidates 3 years.

Qualification: Any bachelor degree from any recognized University.

**Non Technical category**-

Age limitation is between 18 years and 33 years.

Relaxation age for SC/ST candidates is 5 years and for OBC candidates 3 years.

Qualification: 10+2 with Physics and Maths/ITI/ Pass in 1st year B.Sc. (Physics)

Eligible candidates are called for a written examination with call letters being sent a month in advance of the date of the examination. If number of candidates is large, the candidates who qualify in the preliminary exam are called for the main written exam, and the merit list is prepared based entirely upon the result of the main exam. In most categories of jobs, there is no interview after the written examination. For a very few specific categories there is a viva after the written exam, while for certain other categories there is a skill test. For categories related to operational safety, there will be a psychological test.
The application details furnished by successful candidates are verified and they are called for counseling and scrutiny of original documents. The candidates will be required to pass a medical examination before appointment.

The results of selection at every stage will be made available

- on the notice board of Railway Recruitment Board
- in “The Employment News” and various newspapers, both local and national
- through the internet website like railway.recruitment.co.in
- to the successful candidates through registered post

The selection process is based on merit and is subject to the rules and regulations issued by the Ministry of Railways (Railway Board), Government of India which includes reservation of jobs for certain castes or communities such as Scheduled Castes, Scheduled Tribes, and Other Backward Communities etc. Ex-servicemen are also entitled for reservation as per the rules.

All appointments are made on probation which is usually for one year. For trainees or apprentices appointed to working posts after the conclusion of their training, the probationary period commences on the date of such appointment.

As per claims in the Railway Establishment Rules, the entire computerized recruitment system functions impersonally without fear or favour. There is no scope for corruption, influence or discretion in this process. Candidates indulging in malpractices and unfair means are dealt with strictly. But the fact is different. There are cases of corruption and hidden malpractices taking place in the recruitment of specially class ‘D’ posts. The undue advantage is taken of the needy people to provide them the so called “Government” job. Bribing is common behind the curtains. Even though railway is making a sincere attempt to bring transparency in the whole recruitment and selection process, it is beyond its control because of the vast geographical and operational area of administration.
Following table provides the statistics about the number of employees in class ‘C’ and class ‘D’ of Mumbai division.

Table 5.1: Manpower in Class ‘C’ and Class ‘D’ of Mumbai Division

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Department</th>
<th>Sanction Strength</th>
<th>On Roll Employees</th>
<th>Vacancy</th>
<th>Percentage of Vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A Personnel</td>
<td>558</td>
<td>473</td>
<td>85</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>B Non Personnel</td>
<td>424</td>
<td>384</td>
<td>40</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Engineering (Civil)</td>
<td>7720</td>
<td>6382</td>
<td>1338</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>Mechanical</td>
<td>4402</td>
<td>3411</td>
<td>991</td>
<td>23</td>
</tr>
<tr>
<td>4</td>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>A Operating</td>
<td>4874</td>
<td>4121</td>
<td>753</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>B Loco running</td>
<td>3259</td>
<td>2785</td>
<td>474</td>
<td>15</td>
</tr>
<tr>
<td>5</td>
<td>Commercial</td>
<td>4811</td>
<td>4104</td>
<td>707</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>Signal and Telecommunication</td>
<td>2153</td>
<td>1939</td>
<td>214</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>Electrical</td>
<td>7379</td>
<td>6107</td>
<td>1286</td>
<td>17</td>
</tr>
<tr>
<td>8</td>
<td>Medical</td>
<td>1637</td>
<td>1377</td>
<td>260</td>
<td>16</td>
</tr>
<tr>
<td>9</td>
<td>Total</td>
<td>37217</td>
<td>31083</td>
<td>6148</td>
<td>17</td>
</tr>
</tbody>
</table>

Source: Personnel department, Manpower statistics as on 30th Sept, 2014.

The researcher could analyze from the available information that since last year the percentage of vacancies of various post in non-gazette staff is 17 percent. Specifically Transportation department and Electrical department are the two departments hampered drastically as the percentage of vacancy in these two departments is 15 percent and 17 percent respectively. In Mechanical department this percentage goes to much higher level i.e. 23 percent. It is the post downsizing and non recruitment policy effect of Indian railways. This in turn increases burden on the existing employees which in turn results into additional workload. It is one of the reasons of the dissatisfaction among employees. Indian Railways go for restructuring every ten years. The effect of restructuring and downsizing has together made a serious impact on the number of employees in each
department. Railways have stopped recruiting new people for certain posts for last many years. Moreover, automation and computerization has reduced this number further. The outsourcing of many activities in different departments has left the available vacant posts totally meaningless.

5.6 Training of Railway Staff

Human resource development strategies in Indian Railways have been re-oriented towards enhancing competitiveness of the railway organisation in the context of internal and external changes taking place. In addition to in-house training facilities, railway men are being nominated for acquiring specialized training in other institutions in India and abroad. Railway employees are also encouraged to enhance their knowledge and skills by acquiring higher educational qualifications in the specified areas relevant to their work by granting incentives to them. Efforts are being made to improve the basic infrastructure for training to provide structured training programme in an improved learning environment. Manpower planning system has been redesigned to regulate manpower intake with reference to emerging business needs and financial viability of the system.

It is a basic rule in Indian Railways that every person joining the duty has to undergo compulsory training which is also called as induction training. It is mandatory for the technical or non-technical staff to join training courses. The Railways attach considerable importance to provide training to all categories of staff and Officers with a view to improving their skills and ability. Training is imparted in Railway Zonal Schools, Systems Technical Schools and other such institutions of each railway. The courses conducted at the training institutions may be broadly divided into 4 categories, viz.

1. Initial or induction training to meet the needs of new recruits.
2. Promotion courses for employees who have to undertake duties of a different nature with higher responsibility.
3. Refresher courses to keep the employees abreast of the latest developments in their own subjects and to give them a fresh orientation with regard to their duties and responsibilities and
4. Special types of courses to meet specific needs, such as management courses, work study courses, operational research seminars, etc.

The Railway has been taking advantage of the offers of training facilities abroad under the various technical aid plans of Foreign Governments and Agencies.

5.6.1 Training of Gazetted Staff

The probationers recruited to the various railway services, Group 'A' are required to undergo practical and theoretical training for 2 years, which includes training at the Railway Staff College, Baroda, and the National Academy of Administration, Mussoorie. In the case of Medical department, the period of training is 6 months. The period of probation is 2 years in the case of Indian Railway Accounts Service, Indian Railway Personnel Service and the Indian Railway Medical Service and 3 years in the case of all other services. After completing the course at the Staff College and at the conclusion of the period of training, the probationers are required to pass a qualifying examination before they are given charge of working posts.

The Centralized Training Institutes, apart from probationary training, cater to various specialized training needs of Indian Railway officers. National Academy of Indian Railways provides inputs in general management, strategic management and function-related areas for serving railway officers. Other CTIs conduct specialized technical training courses in respective functional areas. Training programmes on Information Technology are also being conducted by the CTIs to provide solutions for information management and decision support requirements. Need based special courses conducted by CTIs and facilities offered by them for trainees from abroad and non-railway organisations in India have been well appreciated. The training programmes emphasize on learning with a purpose and professional approach. In addition to in-house faculty, faculties having diverse experience in business, industry and government are utilized to relate academic concepts to practical problems to meet the changing needs arising out of technological development and socio-economic transformation.
Centralized Training Institutes

Following seven Centralized Training Institutes (CTIs) cater to the training needs of Indian railway officers:

1. National Academy of Indian Railways, Vadodara.
2. Indian Railways Institute of Civil Engineering, Pune.
3. Indian Railways Institute of Signal Engineering and Telecommunications, Secunderabad.
4. Indian Railways Institute of Mechanical and Electrical Engineering, Jamalpur.
5. Indian Railways Institute of Electrical Engineering, Nasik.
6. Indian Railways Institute of Transport Management, Lucknow.
7. Jagjivan Ram Railway Protection Force Academy, Lucknow.

5.6.2 Training of Non-Gazetted Staff

Training requirements of non-gazetted staff are being taken care of by over 300 training centers located all over the country. In order to make learning more effective, training has been made mandatory at different stages, for staff belonging to the safety and technical categories. In fact, some categories of staff overdue for refresher training are taken off duty, till completion of the said training. Efforts are constantly made to improve the living conditions in the hostels, to provide better mess facilities, strengthen facilities for recreational and cultural activities and making good the deficiencies in respect of training aids and also upgrading the Model Rooms with working models, see through models, etc. As a policy decision Board has been encouraging the setting up of multidisciplinary training centers where cross-functional competencies could be imparted to railway employees from different functional areas.

The operational and technical staff is not satisfied with these provisions. According to the employees, the training centers are far away from their residential places and they have to stay away from their families for long. This affects their family
life to a considerable extent. Managing the family responsibilities becomes difficult when
they are at a distance from their family members. It diverts their attention from the
training sessions. Many a times, the training is routine and there is nothing new and
innovative in these training programmes. Employees do not learn anything. Especially for
technical staff, the technology and machines on which the training is provided are
outdated and it does not help to add anything to their knowledge and expertise. Training
programmes need innovation and practical approach. Tie ups with the foreign countries
to implement latest technology and instruments is a better alternative to the existing
training facilities.

5.7 Communication

Communication in any organisation has to be effective. The communication gap
usually leads to misunderstanding by the employees. Also the idea of carrying out the
particular work in a specific manner cannot be conveyed effectively if there is lack of
proper communication. Railway departments are the ideal examples of bureaucratic
functioning. The communication between the officers and the subordinate staff is mainly
restricted to work. There are certain officers who talk to their subordinates about their
personal details, of course in good faith but such examples are few. The subordinates are
comfortable with their superiors as far as official work is concerned. The instructions and
orders of the work are conveyed in comfortable way. There are limitations on one to one
communication because of the large number of employees.

The hierarchy of the department is tall. The subordinate staff has to report to the
Office Superintendent. They are controlled by the Chief Office Superintendent who has
to report to the Section Officer. The Section Officer reports to the Senior Section Officer.
The Assistant Officers work on the top of Senior Section Officers and he has to report to
Divisional Officer 1 and Divisional Officer 2 who in turn report to the Senior Divisional
Manager.

The number of designations corresponds to the number of employees. There is
more of downward communication from the officials to the subordinates in terms of
instructions and orders. Upward communication is only in terms of reporting. The work
allocated to each and every individual employee is fixed and they do it for years together. Hence, there is less number of incidences where the superiors have to interfere with the working of subordinates.

Horizontal communication is quite common in railway departments. Most of the employees in Mumbai Division are working for more than 30 years in their departments. It creates a cultural bond among them. They share their family matters, personal matters and also the work related matters with each other. Subordinates are comfortable with each other rather than approaching their superiors.

5.8 Authority and Responsibility

The Senior Divisional Officer of each department is accountable for management of the whole department. He is responsible for smooth functioning of the work allocated to his department. The job profile of each employee is fixed and appropriate authority is also allotted to him. The interviews with senior officers and the departmental survey by the researcher show that there are certain departments where most of the staff is busy in unproductive activity. Commercial department is the only most revenue earning department in Mumbai division. Other departments are over staffed and since last 10 years railway is making the sincere effort to cut down the excess staff on the roll.

The authority and responsibility of each individual is not pen down anywhere in railway documents. Everyone is well aware about his job. This leads sometimes to non-completion of job in time or below the expected quality. The railway officials are interested more in strict follow up of rules and regulations rather than performance. Stability matters to them than progress. This is the reason why there were incidences of financial crisis in Indian Railways.

The examples of shifting the responsibilities and default in completion of responsibilities are not new in railway departments, especially when it comes to workshops and loco sheds. The majority of employees are illiterate and addicted to certain bad health related habits. Also, unionism is strong in such departments. It leads to usual absenteeism and non-completion of work.
The major responsibility lies with the operating staff like motormen, guard, engine drivers etc. They are involved in field work and actual running of trains. They have to take quick decisions while driving the trains. But unfortunately very limited rights have been allotted to them in terms of prompt and situational decision making. They have to seek permissions from their superiors in case of field work. It imposes limitations on the free working of field staff and the level of stress increases.

The imbalance between authority and responsibility leads to less productivity and inefficiency of the railway staff. Moreover the operating staff is afraid of the public violence in case of delay or stoppage of trains. They do not want to take any risk. Hence their response in such situation is neutral. There are incidences in railways where the motormen or guard fall prey to the public discontent. Still railways have not taken any measures to improve the authorities of such running staff.

The political interference during promotions and transfer of the staff is another hurdle in effectively implementing the rights by the authorities. Certain decisions are taken at departmental level regarding transfer or promotion of an employee and suddenly the divisional authorities order changes in such decisions. It again raises the question about the genuine allocation of authority and responsibility. There are certain posts to whom the authorities are allotted only for namesake and implementation of such authorities is beyond their control.

To improve the work culture of the organisation, there should be proper balance between authority and responsibility and also appropriate rights should be allocated to the concerned staff to utilize such authority. Being the public service organisation, what matters the most in case of railways is the accountability of the staff. Only allocation of duties is not sufficient but these duties should be accountable too. The subordinates should report from time to time about the completion of the task allocated. Generally this aspect is absent in public service organisations. The employees are wise enough to understand their rights and forget their duties conveniently. To bring the public service institution like railways at par with the corporate sector organisation, lot of efforts are required to mould people in understanding and implementing their authorities and responsibilities.
5.9 Leadership

Leadership is one of the crucial aspects in administration of any organisation. The role of leader is all inclusive and also tedious to perform. He has lot of responsibilities on his shoulders. Good leader has the capacity to drive the organisation in the desired way. The best motivation for the employees comes from the acts of the leader. The skill of the leader lies in getting the work done from his subordinates. The effectiveness of leadership is reflected through the achievement of goals by subordinates.

Indian Railway functions on versatile layers. The hierarchy is tall and there are many decision makers at every level. The Railway Ministry and the Railway Board are the apex bodies deciding the strategies and policies of Indian Railways. The general managers are the decision makers at zonal level and at divisional level this role is played by divisional managers. Departmental level is led by senior divisional officers. Looking at the leadership positions in railways, the researcher understood that the opportunities to lead the organisation effectively are available at various levels. Each category of the hierarchy can act as an effective leader for smooth and effective administration. The right approach and direction by the higher authorities can act as ideals for the subordinates. Higher officials can set an example for the lower level officials and so on. Finally the ultimate goal of any leader in the hierarchy should be to achieve the vision and mission of the organisation.

The requirement of effective leadership at every level is different. The Railway Ministry and Railway Board can be effective leaders in terms of policy and strategy decisions. Planning is equally important as implementation is. Efforts should be increased by the zonal, divisional and departmental level managers for the implementation aspects. Every official can act as an effective leader. The departmental officer should focus on the mission of the railways and according direct his subordinates. The role of subordinates is loyal implementation of the orders and duties. They will be encouraged to work hard only on their superiors motivation. There are two ways by which the person leads in his work area. One way is imposition of the decisions on his subordinates and the other is
discussion with them. Obviously the second one sounds better. The researcher observed that the responsibilities and duties of subordinates are fixed and are stereotyped. There is no enthusiasm for experimentation with the working style as it is also fixed for years together. The only way of influencing staff is through motivation to earn promotions at early stages. There is lot of competition amongst the department of Mumbai division and they hardly work in cooperation. The urge to show superiority in terms of efficiency and results leave them work in isolation which in turn affects the working of the division.

5.10 Promotion and Transfer

5.10.1 Promotion

There are rules laid down in the Railway Establishment Manuals which govern the grade to grade promotion of staff of all categories. Promotion to the posts in the lower grade is generally made on the basis of seniority cum suitability. Every alternate step in the promotion ladder thereafter is subject to ‘selection’ or ‘merit’.

The percentage in nominated group C categories is filled by promotion of group D employees on selection on the basis of written exam. Group D staff that complete 3 years of regular service on 31st Dec is considered for promotion if they apply. This minimum service condition does not apply to SC or ST candidates. The rules for the conduct of examination are also prescribed in the manual.

Officiating promotions are made in the place of permanent open post of group A or B and officer is deputed to fill the post temporarily sanctioned. All substantive promotions to group A are made by the President and no officer is eligible for promotion unless government is satisfied that the officer is suitable for promotion in all respects.

Promotion from group B to group A- junior scale is made by selection on merit from amongst group B officers of the department concerned with not less than 3 years of service in the grade. There is a departmental promotion committee set up for this purpose. Promotions from junior to senior scales are made in the order of seniority, of the officers with not less than 4 years of service in junior scale.
Promotions to group B posts are made by the General Manager. They should be made as per the strict orders of the placement panel recommendations by the selection board. The post of Assistant Accounts Officer is ordinarily filled by selection of group C railway servants who have passed departmental exams qualifying for promotion as Section Officer (Accounts).

Thirty percent of the vacancies are reserved for group B posts to be filled through competitive exams and these vacancies are limited for departmental candidates.

5.10.2 Transfer

A railway servant is employed throughout his service on the railway or railway establishment to which he is posted on first appointment and shall have no claim as of right for transfer to another railway or another establishment. In the exigencies of service, however, the rights are open to the President to transfer the railway servant to any other department or railway or railway establishment including a project in or out of India. In regard to Group C and Group D railway servants, the power of the President under this rule in respect of transfer, within India is exercised by the General Manager or by a lower authority to which the power may be re-delegated. Requests from railway servants in Groups C and D for transfer from one railway to another on grounds of special cases of hardships may be considered favorably by the railway administration. Such staff transferred at their request from one railway to another is placed below all existing confirmed and officiating staff in the relevant grade in the promotion group in the new establishment irrespective of date of confirmation or length of officiating service of the transferred employees. The lien of a permanent staff transferred to another railway will be retained by the transferring railway till he is finally absorbed on the other railway.

Transfers ordered in the interest of employees shall be within the same seniority group or different group or a mutual exchange. If such transfers are within the same seniority group under the same railway the seniority is not affected but if the transfers are inter divisional or outside the seniority group, the railway Ministry’s decision for inter railway transfers shall apply.
In case of mutual exchange, the senior or the two employees will be given the place of seniority vacated by the other person. The junior will be allowed to retain his former seniority and shall be fitted into the seniority below the persons having the same seniority.

Person employed in one department is not eligible for employment in another except with the previous consent of the head of the department in which they are employed. Without such prior consent the head of an office or department does not employ a person either temporarily or permanently, if he knows or has reasons to believe that such persons belongs to another establishment under Government. A railway servant who takes up a new employment without the consent of the head of department commits a breach of discipline and is liable to be punished. Divisional Railway Managers, may, however, transfer Group D employees i.e. peons, gangmen, Khalasi, unskilled and semiskilled, etc. from one department to another or from one division to another.

5.11 Motivation and Morale

Work culture and the performance related aspects are closely related. The attitude, behaviour and performance of employees form the work environment of the department. Motivated employees are the assets of the department as achieving the departmental goals become easier. They also help to keep the morale high for other employees. There are several other motivators than the financial factors. The departmental officers should make use of such motivators to help employees respect themselves. The self esteem of employees should be taken care of by the superiors. There is large number of employees in each department of Mumbai division. It becomes practically impossible to contact each individual and help him out in his work. The officers try to give opportunities to the subordinates to understand and explore their talents. An employee is not going to be efficient without superior’s control. There should be honest attempt made by the officers for employee counseling on departmental level. Certain social activities are organized in the divisional departments which motivate employees. The researcher observed that social rituals like festivals, poojas and ceremonies are celebrated on departmental level in
Mumbai division. It encourages employees to show their talent. The communication gap between the superior and subordinates is also narrowed through such functions.

5.12 Superior-Subordinate Relationship

The hierarchy in the departments of Mumbai division is fixed. The subordinates have to report to their immediate superiors. The major drawback in this type of organisation is the Tall Hierarchy. There are many layers through which the work reports or orders pass. The Chief Superintendant plays a major role in keeping the connection of all employees in each department. Section officer works as a link between higher management and lower level employees. The relationship at each level is mixed. Sometimes subordinates are utilized for even the household activities of the officers. The researcher observed the intra departmental as well as interdepartmental politics and favoritism.

The relations between the higher level and lower level of employees should be free and friendly. There should be transparency in the behaviour of both the categories. This will help to achieve the targets of the department.

5.13 Compensation Management and Staff Welfare Facilities

Employees are paid for their jobs. The duties and responsibilities performed by them should be duly acknowledged. These returns are called compensation. It is of two types i.e. monetary and non-monetary. Monetary compensation is in the form of salary and bonus. Increments are also the part of it. Salary and increments of railway employees are fixed according to their cadres. Bonus was previously a matter of performance but it has become a right by now. In addition to this, railways provide lot of welfare facilities to its staff. Indian Railway is run on commercial basis. It carries the image of social welfare organisation as it is connected to serving the commuters. It is moral duty of railways to fulfill social obligation towards its employees. This social obligation is nothing but staff welfare. It also helps to maintain cordial relations between the employer and employees.
Staff welfare is one of the key functions of personnel management department. Following officers are in charge of managing these activities at various levels:

**Table 5.2: Management of Staff Welfare Facilities**

<table>
<thead>
<tr>
<th>Levels of Administration</th>
<th>Designation of In charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zonal level</td>
<td>Chief Personnel Officer</td>
</tr>
<tr>
<td></td>
<td>Personnel Officer (Labour and Welfare)</td>
</tr>
<tr>
<td></td>
<td>Welfare Inspector, Cooperative Inspector, Personnel Inspector</td>
</tr>
<tr>
<td>Divisional level</td>
<td>Senior Divisional Personnel Officer, Divisional Personnel Officer</td>
</tr>
<tr>
<td></td>
<td>Welfare Inspector, Cooperative Inspector, Personnel Inspector</td>
</tr>
</tbody>
</table>

Source: Indian Railway Establishment Rules

The staff welfare facilities are listed down as:

1. **Provision of railway Institutes and clubs**

   All working employees are entitled to become a Member of the Institute. It is provided as senior or junior institute and covers large number of members. Swimming Pool can be attached to the Institute or Clubs and also children's park should be provided in all institutes. The administration bears the first cost of the building, cost of electrical installations, with furniture, roads, fences, tennis courts and play grounds. There is elected body for each institutes which observed by Welfare Inspector.

2. **Provision of schooling facilities**

   The railway servant with not less than 3 year's service is eligible for the assistance for education of the children. The educational assistance is eligible for those children who are studying away from the station at where he is posted or residing, where there is no school at the required standard. Children studying up to XII are eligible for the Allowance Rs. 100 per month.
**Reimbursement of Tuition Fee**

1) Up to X Std- Rs.40/- per month
2) XI to XII - Rs.50/- per month
3) Class I to XII physically handicapped- Rs.100/- per month

**Hostel subsidy**

A railway servant is eligible for a hostel subsidy at the rate of Rs.300/- per month per child if because of his transfer he is compelled to keep the children in the hostel of a school away from the station where he is posted or residing.

3. **Educational assistance**

Three sets of terricot uniform in lieu of 3 sets of khadi uniform are eligible to the students studying in railway primary School. The pay limit for the supply of concession of supply of school uniform to the students studying in railway school is raised to Rs.500/- per month. Rate of uniform is Rs.135/- per set.

4. **Provision of holiday homes**

Holiday homes of higher type and lower types are established by railway. Charges for serving

Railway staff are-

1) Group A and B staff - Rs. 10/- per suit per day
2) Group C staff - Rs. 5/- per day
3) Group D - Rs.2/- per day

For retired railway servants-

Group D - Rs 5/- per day
Group C - Rs 10/- per day
Officers - Rs.15/- per day
5. **Provision of Canteens**

Types of Canteens are statutory and non-statutory canteens.

**a) Statutory Canteens:**

Railway canteens are governed by Factory Act and there is a managing committee of canteen with representation from workers.

**b) Non Statutory canteens:**

These canteens are run by co-operative society under the control of railway administration. Loans for the initial capital may be sanctioned from the Staff Benefit Fund and the loan should be repaid in installments. Canteens are provided at the places where large number of railway staff is working such as workshop, sheds, large station and yards. If the strength of staff is below 25 tiffin is provided. The regular canteen is provided where more than 100 staff or more. Approval is necessary from railway administration for provision of new canteens.

6. **Handicraft Centers and vocational Training Centers**

Handicraft Centers are provided for the benefit of women members of railway family in handicraft such as weaving, knitting, spinning and tailoring of garments during their spare time in order to learn the trade. Accommodation for such centers is provided in spare railway building free of rent.

Vocational training centers are provided where suitable space is there to conduct classes to unskilled, skilled railway workers and also wards of railway servant. The technical training center classes are separately conducted for railway employee and children of railway employee including dependents. Outsiders are not permitted to attend the said classes. Railway employees are not permitted on duty hours. The welfare Inspector is nominated as Secretary of the above said training centers. There would not be any preference in promotion for the above said training centers. Efficient senior supervisors and artisan staff is permitted to conduct classes as instructors on payment of honorarium.
7. **Provision of consumer co-operative Societies**

This society is nothing but a retail shop to provide consumers items at reasonable prices at minimum profit. This society is controlled by Chief Personnel Officers at headquarters levels as well as Senior Divisional Personnel Officers at divisional levels and is assisted by Assistant Personnel Officer and Welfare Inspector. Retired railway servants or ex railway servants are not permitted or continue beyond the limited period. Only serving railway servants are eligible to become members after purchasing a share or more of Rs.10/- each share.

8. **Staff Benefit Fund**

Staff benefit fund is distributed

1) To aid education of staff and children.
2) Relief of distress among the staff and family members.
3) Recreation and Amusement of staff and their children.

**I) Education:**

1) For Technical education, Engineering, Medical and Scientific courses.
2) Assistance to those who are doing chartered Accountancy and Cost Accountancy.
3) For operating vocational Training Centers.
4) Scholarships on merit and technical courses.
5) Assistance to Dumb and blind children.

**II) Recreation:**

1) Loan to Canteen.
2) Midday meals to children in Primary schools.
3) Supply of Uniforms to Primary School children of railway schools.
4) Supply of books to railway hospitals for indoor patients.
5) Grant to Institutes, sports club, children camp, and Cultural activities.

**III) Sickness and Distress Relief:**

1) For funerals expenses for low paid staff.
2) Assistance to those who are suffering from TB, Cancer, mental disease, when they are on leaves without pay.
3) For purchase of artificial limbs, spectacles.
4) Running homeopathic dispensaries.
5) Distress due to natural calamities.
6) Provision of Library and mobile library.
7) Railway reading rooms.

It is the duties of Personnel or Welfare Inspector to contact labors in the workplace at least once in a week to understand the grievances of the staff and to be solved after contacting required officer. He is also supposed to educate the labour about their rights. He has to explain about various staff welfare schemas and also help them to improve their living conditions as well as working systems. He supervises various welfare activities such as Co-operative societies, Canteens, Child Welfare Sports activities, welfare centers, Adult Education and to conduct holiday camps. He helps labors by means of medical helps and to arrange Medical camps. Visiting railway colonies and inspect sanitation, water problems, light facilities and also maintenance of railway quarters comes under his charge. He helps Retiring staff in getting retirement, settlements, pension and solve all the matters of staff benefit fund.

Personnel Inspector inspects all the Registers of Overtime, Hours of Employment Regulations and Rosters. In PNM meeting they assist D.P.O. They are also supposed to attend courts for hearing of employee related cases.

5.14 Performance Appraisal

An employee will be able to evaluate himself and understand about his strength and weakness only when he receives feedback on his performance. Appraisal brings out various performance aspects of an employee. Performance is the summarization of the work done or work not done by an employee.

The existing performance appraisal system in Indian Railways is called the Confidential Report Writing System’. Mumbai division is no exception to it. This report is written for all employees by their immediate seniors. It is an annual report prepared at the financial year end i.e. on 31st March. There are different forms used for different hierarchies and according the questions also change. The procedure of performance appraisal is implemented as under-
1. The employee submits a self-appraisal report to the reporting officer where he narrates about his yearly performance and achievements. The section officer acts as reporting officer.

2. The reporting officer reviews the report and comments about the conduct, attendance, reliability, capacity of hard work of the employee.

3. The report is then handed over to the reviewing officer who critically evaluates the comments given by the reporting officer. The employee is given a chance for representation in case of any adverse entry in terms of his performance.

4. Finally the report goes to the acceptance officer who gives his final remarks about the performance of the employee.

   In case the confidential report of an employee is adverse for consecutive 3 years, he is denied promotion. Since 2008 there is a provision that the confidential report of an employee can be returned to him once it is accepted.

   Even though the appraisal system is regularly followed, it has certain drawbacks like the format of the confidential report is not improved since long. The recent changes in the working system are not accommodated. Also, this function of yearly appraisal has become a mere ritual to perform. It doesn’t take into account the talent of an employee for promotion or increments. Indian Railways being the Government enterprise there is a fixed system for promotion and increments. Many times, it affects the morale of bright and intelligent employees consequently affecting their productivity.

5.15 Industrial Relations-Unions

Recognized railway trade unions in India are affiliated to two federations at national level, The National Federation of Indian Railway men and the All India Railway men’s Federation. There are two recognized trade unions in Mumbai division viz. NRMU- National Railway Majdoor Union and CRMS- Central Railway Majdoor Sangh. There are other category based unions like SC/ST Association which is not so effective in terms of its functioning. NRMU is at top priority and CRMS stands at second place. Unions are more active in workshop and loco sheds. Most of the employees become member of unions initially but later on they become neutral towards them. Representation
of employees problems and grievances in front of management is the main function of these unions. In Mumbai division, unions are found more active towards handling the problems of their members.

5.16 Grievance Redressal Procedure

The grievance redressal aspect can be divided into two parts i.e. redressal machinery at departmental level and at divisional level.

5.16.1 Grievance Redressal at Departmental Level

The labour oriented organisation is bound to come across the differences and disputes over various matters. The differences may be between the superior and subordinate or between two subordinates or between two superiors. Grievances of employees can be of serious nature or sometimes they are only out of grudges against each other. In a huge organisation like Indian Railway, it is difficult to satisfy each and every individual employee according to his expectations. When these expectations are not fulfilled, it results into grievance. The number of staff at every department of Mumbai Division is large. Generally people go to their immediate seniors with whatever problems they come across and the efforts are made by the seniors to redress the matters at their level. In case the problem is more serious, the senior officers are approached and they look into the matter. The solutions are accepted by the subordinates without any complaints unless it is a grave problem. Moreover, a Welfare Officer is appointed at Divisional level to resolve the matters related to the human resource policy aspects of the staff. He takes the responsibility to help the staff to get justice even though the matter is referred to the Court of Law. This post of Welfare Officer is created specially to resolve the grievances of employees and there is no separate Grievance Redressal Forum as such.

It is advisable for Indian Railways to create a separate Cell for dealing into these matters. It was observed by the researcher that the Welfare Officer and his department were over burdened with the work as he has to take care of the whole divisional staff. It
often results into delay in resolving the issues which increases the dissatisfaction among employees.

5.16.2 Grievance Redressal at Divisional Level

An agreement was reached between the Government and labour interests in 1952 on setting up a standing organisation to settle disputes between the railway management and the recognized unions and to maintain day-to-day contact with labour. This agreement is called Permanent Negotiating Machinery (PNM). The Permanent Negotiating Machinery functions at three levels. The lowest level is on the divisions, where the Head of a Division holds periodical meetings separately with the executive committees of the recognized unions. The local problems are discussed though this panel to derive the solutions. The divisional head is assisted by his divisional officers at these meetings but the Divisional Personnel Officer plays the real hero through frequent contact with the office bearers.

Next to the divisional level, the Permanent Negotiating Machinery functions at the zonal level where meetings are held between the General Manager assisted by his Chief Personnel Officer and other Heads of the Departments, and the President of the zonal union who is accompanied by the office bearers and members of his executive committee. At the zonal meetings, union raises problems which are beyond the competence of the divisional head or which have not been resolved satisfactorily at lower level. Similarly, meetings are held between the Railway Board and the national federations to discuss the matters of high policy concerning labour and specific matters on which agreements could not be reached at zonal level.

There is usually a heavy agenda covering a wide range of subjects during these meetings. Mechanical conditions of locomotives, working hours of running staff, night working allowance, sanctioning of increments, fixation of pay of men opting for revised scale of pay, grant of leave, relationship between superior and subordinate on the shop floor, adequacy of the number of beds in the hospitals, sanitation in the housing colonies etc.
In Mumbai Division, four Permanent Negotiation Meetings are conducted every month. Generally the meeting is on every Wednesday. The meeting panel is shown through the following chart:

### Meeting Panel of the Permanent Negotiating Machinery

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>C P O (administration)</td>
<td>C P O (Industrial relations)</td>
</tr>
<tr>
<td>A P O (Recruitment and</td>
<td>S P O (Mechanical and Engineering)</td>
</tr>
<tr>
<td>Compassionate Recruitment)</td>
<td></td>
</tr>
<tr>
<td>A P O (Administration)</td>
<td>S P O (Welfare)</td>
</tr>
<tr>
<td>A P O (Bills)</td>
<td>S P O (Ruling)</td>
</tr>
<tr>
<td>A P O (Signal and</td>
<td>S P O (Construction)</td>
</tr>
<tr>
<td>telecommunication/ Electrical)</td>
<td></td>
</tr>
<tr>
<td>A P O (Stores and Medical)</td>
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</tbody>
</table>

Head of the departments of the respective departments take decisions related to matters other than personnel.

Many of the respondents are of the opinion that The Permanent Negotiating Machinery does not function satisfactorily at divisional level. Meetings are not held regularly and also there is delay in implementation of decisions. According to few of them, the decisions taken at PNM meetings are inspired more by the prestige of the administration rather than merit of the case.

### 5.17 Participative Management

In order to have better and systematic participation of labour is management for improvement in working of railway system and appropriate changes for improving efficiency and viability, a Corporate Enterprise Group was set up at central level in the Ministry of Railways in 1972. The specific intention was to provide a free flow and exchange of ideas on the running and slopping of the enterprise of railway.
This group consists of Chairman, Members and secretary of Railway Board on Hand and in other side three representatives each per AIRE, NIFR and one representative from representative of the Officers Federations.

1) Functioning of railway and exchange of data and idea for improving efficiency.
2) Investment program housing and welfare.
3) Use of technology.

Staff matters including those, which can form within the purview of PNM, JCM are not to be discounted by CEG.

Corporate Enterprise has also been set up on Zonal Railways from 15th July 1977. It consists of General Manager who acts as a chairman and Chief Personnel Officer acting as a Secretary on the official side and on Staff side AIRF, NFIR and officers.

**Staff Councils:** The staff councils are the bodies organized by railway on territorial basis. It is formed to maintain good relations and co-operations between railway administration and all groups of non gazetted employees.

1) Central staff council
2) Divisional staff council at divisional HQ level and at workshop.
3) Area staff council (or) station committee on selected stations.

**Central staff council:** - The council consists of one elected member from each divisional committee and equal number of the members nominated by General Manager and one of the members will be nominated by General Manager as Chairman. This meeting will be continued quarterly.

**Divisional Staff Council:** - Five members are nominated by Divisional Railway Manager and equal no of elected members representing the employees of various departments. One of the nominated members would be Chairman.

**Function of Divisional Staff Council:**
1) Staff can bring questions in connection with these conditions of service.
2) Matters of Common interest may be discussed in order to improve effecting.
3) Staff councils function on various welfare committees and advise all welfare activities.

5.18 Appointments on Compassionate Grounds

The following posts in class ‘D’ are exclusively reserved for appointment on compassionate ground in railway departments for the widows.

a) Water woman.
b) Retiring room attendants.
c) Cinder Picking woman.
d) Sweeper woman.
e) Coach and Workshop Khalasis.
f) Ayah and female sanitary cleaner in hospitals and schools.

For group ‘D’ post, minimum qualification is 8th Std. for Son. There is no restriction of education qualification of widows. Woman posted in the Permanent Work Inspector department should be posted in the gangs, which are located in the station limit or yards.

For compassionate group appointments for group ‘C’ post the qualification should be judged and recorded by the screening committee. Final offer of appointments will however be subjected to availability of vacancies, passing of Medical exam and production of necessary certificates.

Appointments on compassionate ground are offered in the following types of cases.

1) Dependents of railway employees who are in harness, as a result of railway accident.
2) Dependents of railway employees who die or permanently crippled in the course of duty.
3) Dependents of railway employees who die in harness while in service before retirement or medically incapacitated.
4) Dependents of railway employees whose whereabouts are not known for a period of 7 years and the settlement dues are paid to the family on this account.
5) Dependents of railway employees who was developed serious diseases like heart disease or cancer as well as medically unfit for any cadre of post.

The General Manager is having the power to appoint on compassionate ground. However General Manager re-delegates this power to Divisional Railway Manager and HOD's of different units. In the cases of appointments in-group 'C' posts, the power may be exercised by the Chief Personnel Officer in consultation with the Head of Dept. concerned. For group D posts Divisional Railway Manager can make such appointments.

5.19 Conclusion

The human resource policies at Mumbai division of Indian Railways are critically analysed by the researcher in this chapter. Through the study of available literature, it was found that the implementation of human resource policies in railway departments is not effective to the most possible extent. The performance appraisal, training of employees and transfer and promotion policies lack the modern approach required for the current world. The typical characteristic of bureaucracy in government owned public enterprise can be seen through implementation of such manpower related policies. Even though Indian Railway is the largest employer in the country, there are certain British Era approaches in administration which make the organisation less competitive and impressive.