CHAPTER - 3

INDIAN RAILWAYS: ORGANIZATIONAL STRUCTURE

3.0 AN OVERVIEW

Transportation forms the backbone of the nation. It fosters economic growth of the country and promotes globalization. There are four modes of transport as follows:

a) Roadways
b) Railways
c) Airways
d) Waterways

Transportation acts as a link to connect one part of the country with another part, thereby making the world a global village. It helps in providing essential goods to all the places and people across various parts of the world. India is a vast and diversified country with different landforms and cultural patterns. As one of the important means of transport, Railways are considered as the blood vessels to the nation. It is a commonly used mode well suited for covering long-distances. The physiographic and economic factors influence the distribution pattern of Indian Railway network. Railways play a significant role in the integration of the country by bringing people of different castes, creed, colour, religions, language, regions and culture close to each other. Indian Railways carry long distance passenger’s traffic and 80% of the total freight of the country. Railways carry big chunks of goods from place of production to the ports and vice-versa. Iron and Steel industry solely depends upon the IR to transport raw materials and finished goods of the industry from one place to another.

In 1951, the systems were nationalised as one unit—Indian Railways (IR) and is one of the largest networks in the world. Indian Railways is the biggest railway system of Asia and the second biggest railway system of the
world and the biggest Public Undertaking of Indian Government. Indian Railways (IR) is an Indian state-owned enterprise, owned and operated by the Government of India through the Ministry of Railways. The total responsibility of Railways lies with the Ministry of Railways. The State Government has no authority to interfere in the working of the IR.

It is one of the world's largest railway networks comprising 115,000 km of track over a route of 65,808 km and 7,112 stations at the end of 2015-16. In 2015-16, IR carried 8.107 billion passengers annually or more than 22 million passengers a day and 1.101 billion tons of freight annually. Indian Railways is the world's eighth biggest employer and had 1.331 million employees at the end of 2015-16. Indian Railways run on average 13,313 passenger trains daily in 2015-16. Trains have a 5 digit numbering system.

As of at the end of 2015-16, of the total 66,687 km (41,437 mi) route length, 23,555 km (14,636 mi) (35%) was electrified and 21,237 km (13,196 mi) (32%) was Double or Multiple line route.

3.1 Evolution of Railways in India, A Historical Perspective

In India, the mid-nineteenth century marked the beginning of rail transport. The Railways were introduced by Lord Dalhousie in 1843, the then Governor General of India. In 1850, the efforts of Lord Dalhousie led to the emergence of a best-organized Asian railway network. A new economic era further created a rapid development in India due to various factors such as commercial, administrative and defense. Through railways, the time of revolt and disturbance experienced easier movement of the forces. In 1853, he penned

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102 Survey of Major Railway Stations for Cleanliness Banking, Final Report Conducted By Indian Railway Catering & Tourism Corporation, Through TNS India Private Limited, Commissioned By Environment & Housekeeping Management Directorate Railway Board, Ministry of Railways, New Delhi, 2016, p 3
his Railway Minute formulating the future policy of railways in India. He started the “guarantee system” by which the railway companies were guaranteed a minimum interest of five percent on their investment. The first railway line connecting Bombay with Thane (covering a distance of 21 miles approx. 33.81 km) was opened on 16th April 1853.\textsuperscript{107} In 1854 and 1856, Railway lines connecting from Calcutta to the Raniganj coal-fields and from Madras to Arakkonam was opened respectively.

Railways were gradually developed, for a short while by the British East India Company and subsequently by the Colonial British Government, primarily to transport troops for their numerous wars, and secondly to transport cotton for export to mills in UK. Transport of Indian passengers received little interest till 1947 when India got freedom and started to develop railways in a more judicious manner.\textsuperscript{108}

The Allahabad-Jabalpur branch line of the East Indian Railway had been opened in June 1867. Brereton was responsible for linking this with the GIPR, resulting in a combined network of 6,400 km (4,000 mi). Hence it became possible to travel directly from Bombay to Calcutta. This route was officially opened on 7th March 1870 and it was part of the inspiration for French writer Jules Verne's book Around the World in Eighty Days. At the opening ceremony, the Viceroy Lord Mayo concluded that “it was thought desirable that, if possible, at the earliest possible moment, the whole country should be covered with a network of lines in a uniform system.”\textsuperscript{109}

In 1900, the rail company “The Great Indian Peninsula Railway” (GIPR) became a government owned company with an expansion of network covering the modern day states of Assam, Rajasthan and Andhra Pradesh followed by various autonomous kingdoms. In 1905, a Railway Board was established. The powers of the Board were formally vested under Lord

\footnotesize{\textsuperscript{107}Ministry of Railways (Railway Board),CMS Team , 21st October 2015 \\
\textsuperscript{109}History of Rail Transport in India - Wikipedia
}
Curzon. It served under the Department of Commerce and Industry under the chairmanship of a government railway official and the other two members, a railway manager from England and an agent of one of the company railways. In 1907, almost all the rail companies were taken over by the government. The first electric locomotive was introduced in the following year. During the period of World War I, the railways were used to meet the needs of the British outside India. With the end of the war, the railways were in a state of disrepair and collapse. In 1920, the rail network expanded to 61,220 km (38,040 mi). The need for central management was proposed by Sir William Acworth. As a result, the government took over the management of the Railways and detached the finances of the Railways from other governmental revenues.

Following the Great Depression, the railways suffered economically for the next eight years. The Second World War severely crippled the railways. In 1939, about 40% of the rolling stock including locomotives and coaches was taken to the Middle East, the railways workshops were converted to ammunitions workshops and many railway tracks were dismantled to help the Allies in the war. The Railway started yielding profit from 1900 onwards and the public realized that the investment in the Railway industry as a sound proposal. By 1946 all rail systems had been taken over by the government.

3.2 Organizational structure of Indian Railways

Following the legacy of the British era, IR Indian Railways is a State-owned Railway Company. IR is controlled and operated by the Government of India through Ministry of Railways. Since 2014, the Railway Ministry is headed by the Union Minister Suresh Prabhakar Prabhu. He is assisted by two ministers of State for Railways, a financial commissioner, five members and a chairman. The General Managers of the zonal railways and the production units report to the board. Fig 3.1 shows the Organizational structure of Indian Railways.
3.4 RAILWAY BOARD

Railway Board (i.e Ministry of Railways) is at the apex of the organisation and administers IR. It is headed by the Chairman who is accountable to the Minister of Railways. The board has five other members in addition to the chairman. The General Managers of the zonal railways and the production unit’s report to the board.
3.4.1 Recruitment and training

Staff are classified into gazetted (Group 'A' and 'B') and non-gazetted (Group 'C' and 'D') employees. The recruitment of Group 'A' gazetted employees is carried out by the Union Public Service Commission (UPSC) through exams conducted by it. The recruitment to Group 'C' and 'D' employees on the Indian Railways is done through 20 Railway Recruitment Boards which are controlled by the Railway Recruitment Control Board (RRCB). The training of all cadres is entrusted and shared between six centralized training institutes.

3.5 FUNCTIONAL BRANCHES

The various Group A cadres are as below:

Non-Technical Services recruitment though Civil Services Examination conducted by UPSC
- IRAS - Indian Railway Accounts Service
- IRPS - Indian Railway Personnel Service
- IRTS - Indian Railway Traffic Service
- RPF - Railway Protection Force

Technical Services recruitment thorough Indian Engineering Examination conducted by UPSC
- IRSE - Indian Railway Service of (Civil) Engineers
- IRSEE - Indian Railway Service of Electrical Engineers
- IRSME - Indian Railway Service of Mechanical Engineers
- IRSS - Indian Railway Stores Service
- IRSSE - Indian Railway Service of Signal Engineers

Medical Services recruitment through Combined medical Examination conducted by UPSC
- IRMS - Indian Railway Medical Service India has a vast rail system and is the 3rd largest in the world, has been managed at a regional level. Indian Railways has divided itself into 18 zonal railways. Each zone, headed by a General Manager, is semi-autonomous and this creates a matrix
organisation where the functional branches are under dual control viz.

- Operational Control at Zonal level
- Functional Policy & Guidance from the Railway Board

Major part of much of rolling stock and heavy engineering components of Indian Railways is manufactured at its six manufacturing plants, (Production Units) under direct control by the Ministry of Railways. Popular rolling stock builders (CLW and DLW) for electric and diesel locomotives; ICF and RCF for passenger coaches are Production Units of Indian Railways. Over the years, Indian Railways has made successful attempts to achieve self-sufficiency in production of rolling stock in the country along with exporting rolling stock to other countries. The the General Manager is the head of each of the six production units (Table 3.1) and is directly accountable to the Railway Board.

### Table 3.1

**Six Production Units of Indian Railways**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name</th>
<th>Abbr.</th>
<th>Year Established</th>
<th>Location</th>
<th>Main products</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Golden Rock Locomotive Workshops</td>
<td>GOC</td>
<td>1928</td>
<td>Trichy</td>
<td>Diesel-electric Locomotives</td>
</tr>
<tr>
<td>2.</td>
<td>Chittaranjan Locomotive Works</td>
<td>CLW</td>
<td>1947</td>
<td>Chittaranjan, Asansol</td>
<td>Electric Locomotives</td>
</tr>
<tr>
<td>3.</td>
<td>Diesel Locomotive Works</td>
<td>DLW</td>
<td>1961</td>
<td>Varanasi</td>
<td>Diesel Locomotives</td>
</tr>
<tr>
<td>5.</td>
<td>Integral Coach Factory</td>
<td>ICF</td>
<td>1952</td>
<td>Chennai</td>
<td>Passenger coaches</td>
</tr>
<tr>
<td>6.</td>
<td>Rail Coach Factory</td>
<td>RCF</td>
<td>1986</td>
<td>Kapurthala</td>
<td>Passenger coaches</td>
</tr>
<tr>
<td>7.</td>
<td>Rail Wheel Factory</td>
<td>RWF</td>
<td>1984</td>
<td>Bangalore</td>
<td>Railway wheels and axles</td>
</tr>
<tr>
<td>8.</td>
<td>Rail Wheel Factory</td>
<td>RWF</td>
<td>2011</td>
<td>Chhapra</td>
<td>Railway wheels and axles</td>
</tr>
</tbody>
</table>

#### 3.3 Indian Railway Zonal Management

The Indian Railways is divided into zones, which are further sub-divided into divisions, each having a divisional headquarters. There are a total of 73
divisions.\textsuperscript{110} (Table 3.2) In 1951, the number of zones in Indian Railways was increased from six to eight. In 1952, there were nine zones and in 2003, the railway zones were increased to sixteen. In 1995, the whole railway reservation system was rationalized with computerization.

General Manager (\textit{GM}) heads each of the seventeen zones who reports directly to the Railway Board. \textit{GM} enjoys wide power in the operations, maintenance and financial position of the concerned railway. He is assisted by a set of functional heads of departments. The \textit{FA} and \textit{CAO} advices on financial matters and also exercises control over finances.

**TABLE 3.1: Indian Railway Zones**

<table>
<thead>
<tr>
<th>Name</th>
<th>Abbr.</th>
<th>Headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Railway</td>
<td>CR</td>
<td>Mumbai</td>
</tr>
<tr>
<td>Eastern Railway</td>
<td>ER</td>
<td>Kolkata</td>
</tr>
<tr>
<td>East Central Railway</td>
<td>ECR</td>
<td>Hajipur</td>
</tr>
<tr>
<td>East Coast Railway</td>
<td>ECoR</td>
<td>Bhubaneswar</td>
</tr>
<tr>
<td>Konkan Railway</td>
<td>KR</td>
<td>Panvel</td>
</tr>
<tr>
<td>Northern Railway</td>
<td>NR</td>
<td>Delhi</td>
</tr>
<tr>
<td>North Central Railway</td>
<td>NCR</td>
<td>Allahabad</td>
</tr>
<tr>
<td>North Western Railway</td>
<td>NWR</td>
<td>Jaipur</td>
</tr>
<tr>
<td>North Eastern Railway</td>
<td>NER</td>
<td>Gorakhpur</td>
</tr>
<tr>
<td>Northeast Frontier Railway</td>
<td>NFR</td>
<td>Maligaon(Guwahati)</td>
</tr>
<tr>
<td>Southern Railway</td>
<td>SR</td>
<td>Chennai</td>
</tr>
<tr>
<td>South Central Railway</td>
<td>SCR</td>
<td>Secunderabad</td>
</tr>
<tr>
<td>South Eastern Railway</td>
<td>SER</td>
<td>Kolkata</td>
</tr>
<tr>
<td>South East Central Railway</td>
<td>SECR</td>
<td>Bilaspur, CG</td>
</tr>
<tr>
<td>South Western Railway</td>
<td>SWR</td>
<td>Hubli</td>
</tr>
<tr>
<td>Western Railway</td>
<td>WR</td>
<td>Mumbai</td>
</tr>
<tr>
<td>West Central Railway</td>
<td>WCR</td>
<td>Jabalpur</td>
</tr>
<tr>
<td>Kolkata Metro</td>
<td>KMR</td>
<td>Kolkata</td>
</tr>
</tbody>
</table>

\textsuperscript{110}Zones and their Divisions in Indian Railways\textsuperscript{"}, Indian Railways, (Original PDF), 26\textsuperscript{th} July, 2017
The zones are further divided into divisions headed by Divisional Railway Managers (DRM). A DRM can be appointed from any services of Indian Railway, Indian Railway Traffic Service (IRTS), IRAS, IES, IRPS etc. for the tenure of 3 years but it can be exceeded on the recommendation of Railway Board. The DRM is assisted by one or two Additional Divisional Railway Managers (ADRM) in the working of the division.

The divisional officers of various branches such as engineering, mechanical, electrical, signal and telecommunication, accounts, personnel, operating, commercial and safety are accountable to their respective Divisional Manager. DRM reports to the General Manager (GM) of the zone. They are also responsible for operation and maintenance of assets followed by the Station Masters in a hierarchical order. The Station Masters control individual stations and the train movement through the track territory under their stations administration.

3.6 Divisional organization of IR

The head of the organisation at the division level is the Divisional Railway Manager (DRM). There are currently 68 divisions on the system nationwide. The divisions are primarily involved with train running but may have;

- Loco sheds (repair shops for locomotives)
- Coaching depots (repair home bases for passenger trains)
- Wagon depots (repair and maintenance points for freight stock).

Each division has all the functional (both line and staff) organisations. The heads of these functional groups report to the DRM for administrative purposes but rely on guidance from the railway board and the zonal headquarters for policy guidelines.

3.6.1 Departments of Indian Railways

A typical division has an average track length of about 1000 km and staff strength of about 15000. All the departments and services of the Indian Railways are represented in a Division. (Table 3.3)
<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of Department</th>
<th>Headed by</th>
<th>Abbre.</th>
<th>Role and function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Engineering</td>
<td>Senior Divisional Engineer</td>
<td>Sr.DEN</td>
<td>Maintenance of all fixed assets of the Division, i.e. Track, Bridges, Buildings, Roads, Water supply etc.</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td>Senior Divisional Engineer</td>
<td>Sr.DEN</td>
<td>Maintenance of all rolling stock of the Division (except electric locos and EMU/MEMUs), i.e. locomotives, passenger and freight cars; and technical super etc.</td>
</tr>
<tr>
<td>2.</td>
<td>Mechanical</td>
<td>Senior Divisional Mechanical Engineer</td>
<td>Sr.DME</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engineering &amp;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power (Transportation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Electrical</td>
<td>Senior Divisional Electrical Engineer</td>
<td>Sr.DEE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Signal &amp;</td>
<td>Senior Divisional Signal &amp; Telecommunication Engineer</td>
<td>Sr.DSTE</td>
<td>Management of the Signalling and Telecommunication (S&amp;T) infrastructure of the division for Safe Train operations;</td>
</tr>
<tr>
<td></td>
<td>Telecommunication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Operating and</td>
<td>Senior Divisional Operations Manager</td>
<td>Sr.DOM</td>
<td>Train operations</td>
</tr>
<tr>
<td></td>
<td>Traffic (Transportation)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Commercial</td>
<td>Senior Divisional Commercial Manager</td>
<td>Sr.DCM</td>
<td>Passenger ticketing, ticket checking, booking of freight rakes and collecting fares</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Medical</td>
<td>Chief Medical Superintendent</td>
<td>CMS</td>
<td>Providing medical facilities to railway employees and their families</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td>Senior Divisional Safety Officer</td>
<td>Sr.DSO</td>
<td>Ensuring safety of train operations</td>
</tr>
<tr>
<td>8.</td>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Stores</td>
<td>Senior Divisional Controller of Stores</td>
<td>Sr.DCOS</td>
<td>Ensuring material for maintenance of trains (material for all departments except the Engineering Department)</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Accounts</td>
<td>Senior Divisional Accounts Officer</td>
<td>Sr.DAO</td>
<td>Financial management of the division</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Personnel</td>
<td>Senior Divisional Personnel Officer</td>
<td>Sr.DPO</td>
<td>HR functions</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Security</td>
<td>Senior Divisional Security Commissioner</td>
<td>Sr.DSC</td>
<td>Security of railway material, passenger and passenger belongings</td>
</tr>
<tr>
<td></td>
<td>Department</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Control Room

Every division has a Control Room for train operations, from where all the trains in the division are controlled and monitored.

Accident Relief Trains

Every division has Accident Relief Trains (ARTs), Accident Relief Medical Vans (ARMVs) and Breakdown Cranes for assisting in disaster management. These are under the supervision of the Sr DME of the Division, who is also the head of Disaster Management of the Division.

Locomotive Sheds

The Diesel Locomotive Sheds and Electric Locomotive Sheds on the division maintain diesel and electric locomotives respectively. Their administrative control is with the DRM.

Coaching Depots and Sick Lines

Every division has some coaching depots to maintain its passenger cars and sick lines to maintain freight cars which are found unfit at the freight examination points.

3.7 Northern Railway

Northern Railway (NR) zone started operating on 14th April, 1952 and it is the largest zone (in terms of route Kilometers) even after the re-organization of the Indian Railways into 17 zones. Northern Railways spread across the states of Jammu & Kashmir, Punjab, Haryana, Himachal Pradesh, Uttarakhand, Uttar Pradesh, Delhi and the Union Territory of Chandigarh. The terrain falling in Northern Railway is varies from the mountainous Shivalik range to the lush Tarai region and the majestic Gangetic plains. The final Southern range of the Himalayas, the Shivalik Hills ends abruptly in the northern plains of India. In complete contrast to the soaring mountain peaks, the northern plain is oppressively flat and slopes so gradually that almost all the way from Delhi to the Bay of Bengal it slopes only 200 M\textsuperscript{111}.

\textsuperscript{111}\textsuperscript{}Northern Railways, Wikipedia
Northern Railways is proudly considered as the Jewel Set in the Crown of Indian Railways. NR has embarked on the mission to vanquish distances and create its own metaphor of existence. Presently, NR comprises of 5 Divisions-Ambala, Delhi, Ferozpur, Lucknow and Moradabad. The network of Northern Railways has improved and expanded in terms of geographical, cultural, emotional, and intellectual horizons.

Northern Railways play a prominent role in the Economic growth of the Nation as it carries Iron & Steel, Raw material for Iron & Steel, Cement, Food grains, fertilizer, POL and other key commodities. NR also maintains a close institutionalized interface with the major industries like food grains, fertilizers.

3.8 Organizational Structure of Northern Railways

Fig 3.2
Organizational Structure of Northern Railways

Source: Northern Railways / Indian Railways Portal CMS Team
Northern Railway Zone is headed by the General Manager assisted by Addl. General Manager. Presently, Shri R K Kulshrestha is the General Manager since 10th January 2017 and Sh. Ved Pal is Addl. General Manager of Northern Railways (Northern Railway Zone) since 16th November 2015.

3.9 Divisions of Northern Railways

There are five divisions of NR:

1) Delhi Division
2) Lucknow Division
3) Moradabad Division
4) Firozpur Division
5) Ambala Division

Delhi Division

- The Delhi division came into existence in April 1864
- It is headed by Divisional Railway Manager (DRM), Serving Haryana, Punjab, Delhi and Uttar Pradesh.
- It has a route kilometer age of 1386.82 with 213 stations.
- The Division handles 496 Passenger carrying trains and 210 Freight trains everyday.
- Since 1994, it is a purely broad gauge station, meter gauge traffic having been shifted to Delhi Sarai Rohilla Station.

Lucknow Division

- The Lucknow Division came into existence on 23rd April, 1867
- The Lucknow division is headed by Divisional Railway Manager (DRM).
- Till 1925, the present Lucknow division was a part of East Indian Railway.
- It caters to the Rail transport requirement of the most populous state of the country, serving 13 districts of Uttar Pradesh, with a total route kilometer age of 1458.94, through 194 stations.
Moradabad Division

- The Moradabad division is headed by Divisional Railway Manager (DRM).
- The Division serves a population of about 3 crores spread over 26 Districts of Western Uttar Pradesh.
- It has a total route kilometerage of 1406 with 202 Stations.
- It caters to the transport requirements of a number of industries including Sugar Mills, Distilleries, Iron and Steel Units, Paper Mills, Fertilizer Plants and BHEL.
- It serves the world famous pilgrim centers of the country like Badrinath, Kedarnath, Haridwar, Rishikesh etc.

Firozpur Division

- The Firozpur division is headed by Divisional Railway Manager (DRM).
- The first Railway line of the area, from Amritsar to Atari, was operational in April, 1862.
- The Division, with a route kilometerage of 1550 including 164 kms of narrow gauge.
- It caters 235 stations covering areas of Punjab, Jammu and Kashmir and a part of Himachal Pradesh.
- Firozpur Division serves a large number of industrial and important towns like Amritsar, Jalandhar, Hoshiarpur, Ludhiana, Firozpur and Kapurthala in Punjab and Kangra, Palampur, Baijnath Paprola and Joginder Nagar in Himachal Pradesh.
- Jammu Tawi is another important station on the Division which acts as a gateway to a large number of tourists and pilgrims visiting the scenic Kashmir Valley and the holy shrine of Vaishno Devi.
- Firozpur is also an important Division for freight traffic the main commodities loaded been food grains, Petroleum Products, Cotton, Machinery and Components. Inward traffic comprises Iron and Steel, Fertilizer, Coal, Petroleum products and cement.
Ambala Division

- The Ambala division is headed by Divisional Railway Manager (DRM).
- It is the newest member of the Northern Railway family and was created on 1st July, 1987 by transferring 639 kms from the Delhi Division and 348 kms from the Firozpur Division.
- It became fully operational with effect from 15th August, 1988.
- Punjab covers 62% of the Division while the remaining portion i.e 38% serves Haryana, Himachal Pradesh, Uttar Pradesh, Rajasthan and the Union territory of Chandigarh.
- The division has 141 stations and includes the famous and picturesque Kalka-Shimla narrow-gauge section.
- The Ambala Division is an important freight handling center and carries prestigious passenger trains connecting Punjab with the rest of the country.
- Outward traffic includes food grains, fertilizer and cement. On an average, 1.6 lakh passengers are booked everyday.

3.9 Departments of Northern Railways

Northern Railways operate through the cooperation and coordination of various departments. The departments of NR are;

a) Vigilance Department
b) Operating
c) Commercial Department
d) Stores Department
e) Safety Department
f) Engineering Department
g) Mechanical Engineering Department
h) Electrical Department
i) Security Department
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j) Medical Department
k) Construction Department
l) Accounts Department
m) Personnel Department
n) S & T Department
o) Public Relations Department
p) Bridge Workshop, Lucknow
q) General Department
r) Rajbhasha Anubhag
s) Law Department

3.9.1 Vigilance Department

Northern Railway's Vigilance department is headed by the Senior Deputy General Manager (SDGM). He is also the Chief Vigilance Officer (CVO) for Northern Railway.

VISION

1. Ensure integrity by being Progressive, Proactive and Innovative.
2. Continuously fight corruption by educating people in all spheres.

METHODOLOGY

1. Ensuring public co-operation to eradicate corruption.
2. To protect the honest.
3. To detect the dishonest and initiate departmental/punitive action.
4. To deter the fence sitters from wrong doing.

The department assists the organization in curbing corruption by way of carrying out regular checks and investigation into the complaints received from public or from its own employees.

Complaints on corruption are investigated, after verifying the genuineness of the complainant. The category of complaints covers a wide
variety involving specific corruption acts by public servants over Northern Railway like harassing public by means of unfair demands, showing favor to a particular party in award of contracts, purchase of items at higher rates, misappropriation of Government money by showing false or fabricated purchases, execution of substandard work, fake appointments and showing favor in departmental selections, promotions and causing any undue pecuniary advantage to any one, without any public interest. The identity of the complainant is kept secret and he is not exposed at any stage of the inquiry, investigation or trial.

Disciplinary action is recommended against staff found responsible for committing irregularities and systems improvements are suggested whenever flaws are detected in the work procedures/practices. Review and streamlining of procedures, which appear to give way to corruption or misconduct is also carried out by Vigilance. Any corruption related complaint pertaining to Northern Railway may be addressed to the Chief Vigilance Officer, Head of Vigilance Department of Northern Railways.

3.9.2 Operating

The operating department is concerned with the running of both passengers and goods trains and is headed by Chief Operating Manager (COM).

The department also arranges multi modal traffic in regular coordination with Container Corporation of India. This includes both traffic for export and traffic for domestic use.

The passenger traffic has seen a constant increase over the years, due to increase in population as well as due to increased requirement to travel due to economic development. The freight traffic has also increased simultaneously. The Operating Department has to examine these increasing requirements and has to organize for satisfying the same. This also involves planning for infrastructural development and as such the Operating Department also plays a pivotal role in planning.
3.9.3 Commercial Department

The Commercial department is headed by Chief Commercial Manager (CCM). This department is concerned with all facets of Commercial working including selling tickets and booking goods through rendering services to passengers at stations and on board trains to dealing with compensation claims.

3.9.4 Stores Department

The Stores Department is responsible for Materials Management to achieve the objective of procuring goods of right quality in right quantity at right time form right vendor at right price. It also handles various other activities pertaining to supply chain management and disposal of scrap which are as follows.

- Warehousing of Materials.
- Distribution of Materials to consignees.
- Inventory Management.
- Fabrication and Distribution of Uniforms.
- Printing of Tickets, Money Value Books and Forms etc.
- Disposal of Scrap.

The Stores Department procures around 14,500 stock and around 8000 non-stock items in a year. There are 23 depots on Northern Railway for stocking and distribution of stock items required for day to day maintenance of Electric and Diesel locomotives, Coaches and Wagons, Electric and Diesel multiple units in addition to passenger amenity items.

To foster better transparency in purchase, the procurement calendar of all items to be procured through advertised tenders has been placed on the Northern Railway web site. This enables to track the prospective tenderers being called by the railway and to participate in tenders of their interest. Alongwith the procurement calendar, tender notices and tender documents for advertised tenders are also being placed on the web site, which can be accessed and down loaded directly by interested parties. The details of accepted tenders
valuing more than Rs.50,000/- in each case are published in Weekly Stores Bulletin. The details of all tenders being published in Stores Weekly Bulletin are also being published in Stores Weekly Bulletin are also being provided on the website which can be accessed on www.nr.indianrail.gov.in.

Stores Department has also introduced Electronic Procurement of materials wherein the vendors can submit their offer against Electronic Tender from remote places using his digital signature in secured manner as provided in Government of India IT Act 2000. The E-Procurement web site can be accessed at www.nreps.com

ISO-9001 certification has been obtained for two purchase sections at HQ and General Stores Depots at Shakurbasti and Alambagh. The process to get ISO certification for other Purchase Sections and Depots is already underway.

As per existing Dress Regulations and instructions issued by Ministry of Railways from time to time, uniforms are being provided to all categories of staff. Around 1 lakh Winter Uniforms and around 3.29 lakh Summer Uniforms are distributed to the staff of Northern Railway every year.

Northern Railway has two Printing Presses, one at Shakurbasti and other at Alambagh. General Printing Press Shakurbasti handles printing of various books and forms, PRS, UTS and SPTM Tickets, Shatabdi and Rajdhani Tickets, Monthly Season Tickets and other Money Value Books. The Printing Press at Alambagh has the facility for fabricating and printing card tickets for supply to Divisions.

- Scrap disposal is another activity of Stores Department wherein scrap generated over the Northern Railways is sold through fortnightly auctions held in General Stores Depot Shakurbasti & Alambagh and Carriage & Wagon Depot Jagadhari.

3.9.5 Safety Department

The Safety department is headed by Chief Safety Officer (CSO). Safety is the paramount responsibility of each and every Railway employee.
Individual executive and technical departments look after and are accountable for safety within their own departments. The Safety department assists the management in monitoring the implementation of safety measures on the Railways and in developing strategies to improve the safety record. The department keeps a vigil over the safe transportation of men and material to detect lacunae in working, conducts inspections to determine if the rules and procedures governing the running of trains are being followed, and maintains liaison with all departments concerned with train operations. The safety department also gets inquiries conducted into accidents and monitors the follow up action that results from such inquiries.

Safety consciousness amongst Railway employee is promoted through man to man counseling, safety circulars, safety seminars and safety drives. The Public is made more aware of their role in improving Railway Safety through distribution of posters and pamphlets, plays, advertisements in the local media, cinema slides etc. Regular reviews of the rules and systems of working are conducted with a view to improving safety and efficiency.

3.9.6 Engineering Department

- Civil Engineering Department

The Civil Engineering is responsible for the construction and maintenance of all civil engineering assets, viz all buildings including station buildings, residential quarter, hospital, sheds, workshop structures, goods sheds etc., water supply and sanitary installations, Railway tracks, sidings and all allied structures, Bridges including Road over bridges and Road under bridges. The maintenance wing (Open Line) of Civil Engineering organization is headed by the Principal Chief Engineer. The Principal Chief Engineer is assisted by Chief Engineers in the Headquarters. The Chief Engineers are assisted by Deputy Chief Engineers, Executive Engineers and Assistant Executive Engineers.
• **Mechanical Engineering Department**
  It is headed by Chief Mechanical Engineer.

• **Electrical Department**

  Chief Electrical Engineer heads electrical Engineering Department of Northern Railway. Its Activities covers-Operation and maintenance of Electric Locos, *EMU, MEMU*, Overhead Head Electrical Equipment (*OHE*) its Maintenance and operation, Planning, Electrical Coaching stock operation & maintenance and Electrical general power supply, Air conditioning, Diesel Generating set operation and maintenance and Water supply.

  **3.9.7 Security Department**

  The Security Department of Northern Railway is headed by the Inspector General-cum-Chief Security Commissioner, Railway Protection Force.

  The Role and Duties of the Railway Protection Force, as envisaged in the *RPF* Act are:-

  • To protect and safeguard Railway Property, Passenger area and Passengers.
  
  • To remove any obstruction in the movement of Railway Property and Passengers area.
  
  • To do any other act conducive to better protection and security of Railway Property, Passenger area and Passengers.

  The *RPF* also performs duties relating to passenger facilitation, ensuring passengers safety and security action against unauthorized hawkers, ticket less travelers, beggars and urchins, trespassers etc.

  In addition, the *RPF* as a Central Police Organization (*CPO*) has to undertake duties pertaining to movements, Melas, Agitations etc.

  The objectives of the *RPF* are to carry on an unrelenting fight against criminals in protecting railway property. Facilitate passenger safety and
security by removing all anti-social elements form trains and railway premises. Co-operate with other departments of the Railways in improving the efficiency and the image of the Indian Railways. Act as a bridge between the Government Railway Police/Local Police and the Railway administration. Adopt all modern technology and management techniques in the pursuit of these objects.

3.9.8 Medical Department

The Medical Department of Northern Railway provides comprehensive health care to its employees both serving and retired and their families. In addition many other administrative needs & National needs are also fulfilled. Major functions are summarised below:

- Provision of Curative, Preventive, Promotive and Rehabilitative Health Services to Railway beneficiaries.
- Occupational health services, including pre-employment and in-service periodical Medical examinations, examination under Workmen's Compensation Act, monitoring of safety environment of workshops etc.
- Medical relief during Railway Accidents.
- Emergency Medical assistance to Railway passengers who take ill during their journey.
- Enforcement of Prevention of Food Adulteration Act within Railway premises.
- Monitoring of quality of drinking water in Railway Stations and Railway Colonies. Surface sanitation at certain Railway Colonies and at some nominated Railway Stations.
- Reproductive and Child Health Services including Family Welfare and immunization of vulnerable groups
- Implementation of National Health Programmes.

3.9.9 Construction Department

The Construction department is headed by Chief Administrative Officer (CAO/C). As the name implies, this department undertakes all major construction activities like new lines, gauge conversion projects, doubling of
existing lines, important bridge works, important signal telecommunication and
electrical works, construction and major modifications to workshops and sheds,
staff quarters, passenger amenities like foot over bridges, raising of platforms etc.

CAO/C/USBRL heads the construction organisation for Udampur-
Srinagar-Baramula Raillink (USBRL) project in Jammu & Kashmir.

1. CAO/C
2. CAO/C-II
3. CAO/C/USBRL

3.9.10 Accounts Department

The Accounts department is headed by Financial Advisor and Chief
Accounts Officer (FA & CAO).

The Accounts Department is mainly responsible for:-

- Keeping the accounts of the Northern Railway in accordance with the
  prescribed rules.
- Internal check of transactions affecting the receipt and expenditure of
  Northern Railway.
- Prompt settlement of proper claims against Northern Railway.
- Tendering, as part of its important functions, advice to the
  administration whenever required or necessary in all matters involving
  Railway finance.
- Compilation of budgets in consultation with other departments and
  monitoring the budgetary control procedures as may be laid down in the
  relevant orders and Code rules from time to time.
- Generally discharging other management accounting functions such as
  providing financial data for management reporting, assisting inventory
  management, participation in purchase/contracting decisions and
  surveys for major schemes in accordance with relevant rules and orders.
3.9.11 Personnel Department

The Personnel department is headed by Chief Personnel Officer (CPO). The major areas of concern of Personnel Department are Human Resource Development and Staff welfare.

3.9.12 S & T Department

The Signal and Telecommunication Department is headed by Chief Signal and Telecommunication Engineer (CSTE).

Signalling is vital to Railway Safety. To cope with the rising traffic density and to meet with better safety standards. Northern Railway is steadily modernizing its signalling systems. Route Relay Interlocking, Panel Interlocking, Colour Light and Automatic Block Signalling have been introduced on many routes. Safety aids like Track Circuiting and interlocking of level crossing gates and provision of telephones at manned level crossings had been increasingly adopted to further enhance safety in train operation.

3.9.13 Public Relations Department

Public Relations Department Headed by the Chief Public Relation Officer (CPRO), the Public Relations Department provides a bridge between the traveling public and the organization.

3.9.14 Law Department

Law Department in HQ office of Northern Railway is headed by DyGM/Law and working under the administrative control of AGM. Some of the important information pertaining to the department is as under:

- CPIOs & First Appellate Authorities under The RTI Act, 2005
- Duty List of CLAs posted in HQ office
- Duty List of Ministerial Staff posted in HQ office
- Duties of CLAs
- Duties of Law Officers
- Policy for empanelment of Advocates
Panel for RCT, Lucknow 2017
Panel for High Court & Cat, Lucknow 2016
Panel for District Courts, Delhi (Local) 2017

3.9.15 Miscellaneous Subsidiaries

There are some independent organizations also under the control of the Railway Board for electrification, modernization, research and design and training of officers, each of which is headed by an officer of the rank of General Manager. A number of Public Sector Undertakings, which perform railway-related functions ranging from consultancy to ticketing, are also under the administrative control of the Ministry of railways.

There are eleven public undertakings under the administrative control of the Ministry of Railways.\(^{112}\)

- Bharat Wagon and Engineering Co. Ltd. (BWEL)
- Centre for Railway Information Systems (CRIS)
- Container Corporation of India Limited (CONCOR)
- Dedicated Freight Corridor Corporation of India Limited (DFCCIL)
- Indian Railway Catering and Tourism Corporation Limited (IRCTC)
- Indian Railway Construction (IRCON) International Limited
- Indian Railway Finance Corporation Limited (IRFC)
- Konkan Railway Corporation Limited (KRCL)
- Mumbai Railway Vikas Corporation (MRVC)
- Railtel Corporation of India Limited (Rail Tel)
- Rail India Technical and Economic Services Limited (RITES)
- Rail Vikas Nigam Limited (RVNL)

Delhi Metro Rail Corporation Limited (DMRC), that has constructed and operates Delhi Metro network, is an independent organisation not

\(^{112}\) Indian Railways website
connected to the Indian Railways. Similar metro rail corporations in other cities (except Kolkata Metro in Kolkata) are not connected to the Indian Railways.

**Appraisal**

Indian Railways play a major role in the life of a common man. Almost a major part of population depends upon Railways. Indian Railways is the biggest government undertaking and the largest public utility mode of transport. In a developing nation like India, Railways are the cheapest and the principal mode of transport. Indian Railways are the blood vessels of the nation and one of the important indicators of economic growth of the country.

The Indian Railways exhibits a glorious past and has achieved a phenomenal growth in both freight and passenger traffic by improving utilisation of assets and efficiency of operations. On an average, **IR** runs **13,313** passenger trains daily and has **1.331** million employees. It has a vast network and links one part of the country to the other. **IR** carries around **22** million passengers and **1.101** tons of freight everyday with equal importance from one corner of the country to the other. Indian Railway is one of India’s most effective networks that keep together the social, economical, political and cultural structure of the country. It connects industrial production centres with markets, sources of raw materials and fosters industrial development. IR links agricultural production centres with distant markets. It also provides rapid, reliable and cost-effective bulk transportation to the energy sector, to move coal from the coal fields to power plants and petroleum products from refineries to consumption centres.

Thus, in the era of globalisation, **IR** facilitates geographical connectivity, enabling large-scale, rapid and low-cost movement of people and goods across the length and breadth of the country. It brings people of diversified cultures, languages, regions on a common platform, bringing them closer to each other. **IR** thus aims to make the world a global village. **IR** adds to
the socio-economic growth of the nation, enriching the quality of life of the people. In the process, the Indian Railways has become a symbol of national integration and a strategic instrument for enhancing the defence preparedness of our country.

IR provides a number of services to the people to make their journey comfortable. With little more planned and focussed efforts as well as regular monitoring and evaluation system of the services and passenger feedback at local level of various Zones and Divisions of Indian Railways can lead to its healthy contribution towards the socio-economic status of the country in the path of growth and development.