Chapter 3
HUMAN RESOURCE PLANNING AND PLACEMENT  
IN SOUTH CENTRAL RAILWAY

Personnel or Human Resource Management is an exciting and dynamic field of management. Even in an age of high technology, people are still the most important asset to an organisation. Human Resource Management as a function is assuming increasing significance in India. It has got greater relevance in public enterprises like Indian Railways in view of their large size and complexity of organisation. It has come to be recognised as an established part of the management function which is primarily concerned with the human resource development within an organisation. It is concerned with the basic function of management of 'getting things done'. This personnel process is mainly concerned with the methods of human resource planning, recruitment, selection, training and development, job analysis and grading, transfers, promotions, disciplinary matters, discharges, industrial peace, welfare of workers, accommodation, salaries and allowances, incentives and financial aids, well-being and settlement of staff and so on. It is the method of controlling human factor in the industry intelligently and equitably aiming at getting the best results out of the workers. It also aims at creating a team spirit and sense of discipline among the workers. Thus, the performance of personnel management function is also to be planned, organised, directed and controlled in the same way as the performance of all other managerial activities.
HUMAN RESOURCE PLANNING

Human Resource Management is a vertical function, running through all levels, from the very top to the base, with different general and specialised functions. Of all these functions, human resource planning is prima facie.

Effective human resource planning involves long range planning and development of talents of human resource for the effective utilisation and to have control over the cost of human resource in an organisation. Thus, Human Resource Planning process involves an analysis of organisational needs, influences of internal and external factors and the management's implication. Further, in the process of forecasting manpower requirements, staffing levels, staffing mix, job design, available manpower and additionally required are analysed and projected. Based on this, action plan starts with recruitment, selection, promotion, transfers etc. One of the most challenging responsibilities of management is to identify and plan well in advance for the people who will be needed as the organisation grows and changes. The first stage of human resource planning, is to identify and assess the trends in relevant internal and external factors. The degree of human resource planning thus reflects the extent to which an organisation attempts to plan and control its needs for human resource. Thus, planning will determine as to whether the organisation shapes into participation in the labour market or is shaped by the labour market situation.
People, jobs, time and money are the basic ingredients in any personnel planning process. In its basic form, personnel planning involves forecasting personnel needs, assessing personnel supply, and reconciling supply and demand through various personnel related programmes. The personnel planning process is affected by the organizations strategic management decisions and environmental uncertainties. These two factors determine the length of planning horizons, the type and quality of information available to personnel planners and the nature of jobs to be filled.

The approach traditionally adopted to Human Resource Planning is to count the number of employees who are on the payroll at the end of a year and extrapolate those staffing levels and costs into the future and provide incremental personnel for additional programmes or projects. However, this crude method has encountered many pitfalls and to avoid such pitfalls it is always good to follow an objective-based Human Resource Planning with systematic method for achieving optimal staffing levels. First the organisation should have a prioritised set of objectives and these objectives must be based on the understanding of the business strategy under an environmental analysis of both internal and external factors, which would effect the achievements of the organisation. In the process of examining alternatives to current activities, either for potential elimination or improved efficiency, a zero based budgeting approach for Human Resource Planning is preferable. The objective of this approach is to determine the optimum staffing for current activities. In addition, for an
alternative approach, an analysis of comparing manpower, productivity indices may identify areas for improvement. These trends may be effected by many factors, such as, workforce quality, service, terms, experience, levels, facilities, systems and procedures, which can be appropriately attend to achieve the goal.

FORECASTING PERSONNEL:

One of the important aspect of Human Resource Planning is, once the objectives are set and appropriate alternatives have been selected, it is then necessary to forecast human resource requirement for meeting the objectives. This forecast includes, number of employees, types of employees, skill level and location for which is required. Projection of human resource requirement will be heavily influenced by changes in output requirement, planned efficiency steps, changing business priorities and business growth. Staffing plan will have cost implications as is reflected in organisation is operating and salary budgets and cost will vary with the type of personnel employed, skill level experiences etc.

OBJECTIVES OF HUMAN RESOURCE PLANNING: The Human Resource Planning has the following objectives:

1) to recruit and retain the required quality and quantity of manpower
2) to formulate effective measures to minimise employees turnover and filling up of consequential vacancies
3) to meet the needs of changing situations of organisation like expansion, diversification etc.,
4) to foresee the impact of changing technology on workforce
5) to improve the skills, standards, knowledge, ability etc., with the market change
6) to assess the surplus or shortage of manpower and to take measures accordingly
7) to maintain congenial industrial relations by maintaining optimum level and structure of human resource
8) to minimise the imbalances caused in staffing levels due to various methods and
9) to make optimum utilisation of the resource by maintaining the cost of human resource of optimum level.

HUMAN RESOURCE PLANNING AND INHERENT PROBLEMS :-

On one hand the Human Resource Planning is quite beneficial to any organisation, but on the other employees, employees and trade unions project some problems in the formulation and implementation of it. Thus, resistance is due to mis-understanding of the objectives of Human Resource Planning. For instance employers resist for Human Resource Planning with the notion that it will increase costs due to increased demand for various facilities by
the workforce. The employees would resist expecting that their work-load may be maximised and their benefits may be curtailed to optimise costs. The unions also resist that it increases work load in the pretext of increasing productivity and various non-statutory welfare schemes may be reduced under cost-saving device. Further, uncertainties make human resource planning less reliable in developing countries like India due to high absenteeism rate, seasonal employment, labour turnover, rapid changes in technology and market conditions.

HUMAN RESOURCE PLANNING – SOURCES:

Generally the line managers are responsible for planning manpower requirements of their respective departments and the top management is responsible for planning Human Resource for the entire organisation. But basically the following are the areas which needs attention of all, in making Human Resource Planning. But in order to make Human Resource Management more effective and efficient, the following are to be concentrated; (a) analysing organisations plans (b) forecasting overall requirements of human resource in accordance with organisational plans (c) obtaining the present availability of human resource and forecast the future changes in the present inventory (d) estimating the next Human Resource requirement (e) plans for re-deployment, retrenchment and lay off in cases of future situations (f) plan for recruitment, development and internal mobility in future supply and (g) to adjust
along with modified organisational plans in the future. Based on the above guidelines in India, the following steps have been followed to review and control the human resource structure and system viz (a) considering the decision regarding additions at the highest level of operations human resource requirements are estimated (b) Reporting to top management regarding the existing manpower system and changes needed in, due to internal and external mobility (c) preparing personnel budget for control on the basis of Human Resource Planning (d) Auditing Human Resource and studying manpower utilisation (e) measuring the manpower efficiency periodically, in the form of productivity, value added etc., (f) conducting surveys to find out levels of job satisfaction, morale, attitude, interpersonal relationship etc., and correct the situation (g) conducting surveys to find out the validity of recruitment, selection, training etc., and (h) to determine the break even point/pay back period for new workforce.

RECRUITMENT, SELECTION AND INDUCTION: Immediately after the formulation of human resource planning for an organisation, the next vital part of it is recruitment, selection and induction of personnel. Recruitment is the process of generating a pool of qualified applicants for organisation's jobs. Thus, recruitment involves in such activities whereby a large number of qualified and competent applicants respond to the job vacancies in an organisation and selection involves absorbing the most suitable candidates for the required jobs to help the organisation in achieving its goals. However, the functions of
recruitment is not an easy job even in labour surplus economy, as such, a number of hurdles are created by both internal and external factors. In the process, an organisation has to formulate such a policy of reserving a certain percentage of vacancies for internal candidates, for local candidates, for candidates belonging to certain communities/religion/caste/sex etc., besides this, it has to face trade unions and other influence or recommendations, nepotism etc., from different sections. As such the management is not free to find out the requisite quality of candidates.

Generally speaking the responses of the candidates is influenced by working conditions, promotional avenues, emoluments and other benefits, image of the organisation and policies of the organisation. Inspite of all these bottlenecks, the recruitment policy of any organisation should take into consideration the government policy. No management is compelled to sacrifice the quality in their recruiting procedure by any government policy or otherwise, provided the management itself is interested in carrying out this task more honestly and dedicatedly in the interest of the organisation.

Personnel policies and practices have come to occupy a place of prime importance in Indian Railways in general and South Central Railway in particular. It has been proved time and again that an organisation may have the best of the resources – financial, technical and material but cannot operate efficiently without an efficient personnel who are properly selected, trained and
enjoy attractive conditions of service. The Indian Railways which is a pioneering organisation in the field of surface transport in the country has also got its own personnel politics and practices along with Human Resource Planning policies and practices. As stated earlier, the human resource planning has to be an integral part of overall corporate strategic planning. As such, Indian Railways has adopted its strategic Human Resource Planning within the framework National Policy. The objectives enunciated in strategic plan of Indian Railways are:

(a) to build up the capacity of Indian Railways to carry

i) 370-400 million net tones kms of freight traffic,

ii) 310-330 billion passenger km (non sub-urban) passenger traffic

iii) 105-110 billion passenger km (sub-urban by 2000 AD

iv) to achieve 15 percent reduction in cost of transport in real items

v) to achieve these objectives, Indian Railway plans to adopt the following strategies.

b) optimise investment and improve productivity of assets

c) upgrade of technology

d) bring down cost by reducing fuel consumption, material cost etc.,

e) rehabilitate and maintenance of assets particularly track and rolling stock

f) develop human resource

g) and divest auxiliary activities
Keeping in view the broad objectives of Indian Railways, the objectives specified during ninth plan period emphasised for modernisation and upgradation of the system to reduce the cost and improve reliability. Further, it decided to phase out steam locomotives completely by 1996-97 and to improve manpower productivity.

An analysis of Indian Railways strategic objectives formulated for a period of 15 years, discloses that, it wants to achieve fifty (50) percent increase in its net tonne kms. of freight traffic, 23 percent increase in its passenger kms. of passenger traffic of other than suburban and 51 percent increase in suburban passenger traffic over 1995-96 performance. This target is no doubt not a great tasks for Indian Railways to achieve, but the required reduction i.e., 15 percent, in cost of transport which comprises of the cost of fuel, power, material, men and other miscellaneous variables, on which the management has no control, that creates a problem as such the management has no alternative except to resort in reduction of manpower through the modernisation schemes and with the plans to improve manpower productivity. Even under the Nineth Five Year Plan objectives, it has been emphasised to improve the productivity of assets including human resource, which will definitely create surplus manpower in certain departments or divisions. Whereby the management has to plan for redeployment, transfer or some other measures to rectify the imbalance. In course of time, the largest manpower employed organisation like Indian Railways, will be with minimum level of work force, adding fuel to the unemployment crisis of the economy. However, it has been argued by Indian
Railways that, on account of the increased railway operations, over its corporate plan period, though the staff strength on direct pay rolls of railways may decrease but the overall employment potential in the economy in general will increase.

An analysis of the policy of Indian Railways towards Human Resource Planning reveals that the Railway Board had issued various circulars and notifications asking the respective zonal railways to make a reduction in their sanctioned strength of manpower by at least 3 percent in group C and D categories. However, most of the zonal railways had experienced the necessity for a large number of additional staff for maintaining new assets like electric locomotives, electric multiple unit coaches (EMUC) and overhead equipments, and electrification resulted in surplus staff on one hand and on the other hand need has arisen due to technical problems which has to be adjusted either by transfers or offering the benefit of voluntary retirements to the surplus staff. It is worth mentioning here that, even though the Indian Railways Journal publishes a good number of articles, submitted by Railway officials, but so far no article of significant nature on Human Resource Planning and Human Resource Management practices of Indian Railways has been published, which depicts the low importance given to this functional area of Human Resource Management by railways and its officials. It is evident that, utmost importance is given to technical aspects than to this behavioural science field. However, it took longtime to Indian Railways to react in this direction.
As a first step in this direction the Railway Board, had arranged with Rail India Technical and Economic Services Ltd (RITES) to submit a report on manpower planning and Human Resource Development in Indian Railways. Infact, Rail India Technical and Economic Services Ltd., provide a comprehensive consultancy services to many forms of transport undertakings, industrial engineering units, urban planning etc., which has been internationally well recognised. It is one of the public sector undertakings, under the control of Ministry of Railways and the Railway Board. The project that has been taken up by Rail India Technical and Economic Services Ltd., has been titled as “Diagnostic study of Manpower Planning in Indian Railways.” Accordingly the RITES Ltd., has submitted its report in 1991 under two volumes, while preparing this Report the RITES Ltd., also involved Indian Institute of Management (IIM) Ahmedabad and M/s. Swede Rail Consultants in the conceptual framework of manpower planning.

In addition the Railway Board has also appointed a steering committee to interact with Rail India Technical and Economic Services Ltd., study group. The study group had brought into light the following aspects for an in-depth analysis. The observations are :

- The total staff cost is on an average around 46 percent of the total working expenses, so the possibilities of controlling such costs and optimising the value added by the factor to provide more satisfaction to commuters.
- It was essential to review the ongoing training programmes for their relevance to augment efficiency.
- It was necessary to develop the way or mode of implementing appropriate recruitment and training strategies.
- It was needful to review the existing manpower norms and examine their validity under the current situation and to recommend any change in this regard.
- It was appropriate to compare department-wise manpower productivity in zonal railways and suggest ways to improve; and
- To identify the factors which would influence the future manpower requirements.

The Rail India Technical and Economic Services Ltd., in its report had recommended to assign the manpower planning policy and Human Resource Development responsibility to one of the Executive Directors of Railway Board. At zonal level, the Chief Planning Officer of Zonal Railway should be made responsible to perform the task at zonal level. It also recommended that, this office should prepare requisite periodical statements to review and control this aspect. This Officer should also prepare annual manpower budget for the divisions and for the zone as a whole. It also advised to monitor the productivity trend and to carry on work measurement for evolving yardsticks for different categories of staff needed at different levels. It was also advised to introduce manpower cost control measures and to clear all the manpower sanctions.
requested for. At divisional level, Divisional Managers are to be made responsible in this matter and these officials will be assisted by concerned industrial engineers in railways performing their duties at their respective levels.

The Human Resource Development which also includes Human Resource Planning, will form the responsibility of personnel management which has to be performed along with the general management as a part of the effort to achieve the overall objectives of the organisation. Thus, the Railway Board prepares long term manpower requirements for each zone as received from the respective zones and consolidates to project composite Indian Railway's manpower requirement. Similarly, manpower budgeting is also finalised at the Board level. The Board recommends various measures and guidelines to the zonal officers in preparing their statements/reports. Thus, the manpower planning ends at divisional level.

In this context, the Railway Boards also makes some exercise. The Board recommends the costing systems for enabling the respective railway zones to have a cost centre approach at work unit level. Similarly, indices for measuring manpower productivity at different levels have also been suggested. The Railway Board also does a comparison of inter zonal railways performance and investigates to identify the potential areas for improving the efficiency. Further, the zonal officers have to prepare yardsticks based on the guidelines given by the Board and based on this, staffing pattern has to be followed. Thus,
the recommendation of Rail India Technical and Economic Services Ltd., have been accepted by the Board and steps have been taken by the railway only in recent years. The Railway Board based on the guidelines suggested by RITES has adopted global parameters for making top down forecast of manpower requirements. The Board provided guidelines to all the zones in formulating yardsticks for various categories of staff at various levels. It should be noted that, there cannot be any uniform yardsticks of staff ratio for each job or cadre for all the zones, it is because, the route length, traffic intensity, number of trains both goods and passengers originating and passing through etc., varies from zone to zone.

MANPOWER PLANNING YARDSTICKS IN SOUTH CENTRAL RAILWAY

Falling on line with Indian Railways, the South Central Railway has formulated its yardsticks for manpower planning in operating department, based on its volume and intensity of its operations, as per the guidelines of the Board. Operating staff includes Drivers, Assistant Drivers, Train Inspectors, Guards, Station Masters, Assistant Station Masters, Controllers and such other personnel who are directly involved in train operations. In fact, it is in this department where manpower planning is much needed and effected.

The South Central Railway, after following the guidelines of the Railway Board had fixed the following train and personnel ratio.
### TABLE 3.1

**TRAIN-PERSONNEL RATIO FIXED IN SOUTH CENTRAL RAILWAY**

<table>
<thead>
<tr>
<th>Name of Department</th>
<th>Number</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Running</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>One Train</td>
<td>5.13 Drivers</td>
</tr>
<tr>
<td></td>
<td>One Train</td>
<td>5.13 Asst. Drivers</td>
</tr>
<tr>
<td></td>
<td>One Loco Inspector</td>
<td>25 Drivers</td>
</tr>
<tr>
<td></td>
<td>One Train Inspector</td>
<td>50 Shunting Crew</td>
</tr>
<tr>
<td></td>
<td>One Train</td>
<td>4 Guards</td>
</tr>
<tr>
<td><strong>Maintenance Department</strong></td>
<td>One Time Keeper</td>
<td>100 men</td>
</tr>
<tr>
<td></td>
<td>Two Clerks</td>
<td>200 men</td>
</tr>
<tr>
<td></td>
<td>One Clerk</td>
<td>100 men</td>
</tr>
<tr>
<td><strong>Personnel Department</strong></td>
<td>1 Asst. Personnel Officer</td>
<td>12,000 employees</td>
</tr>
<tr>
<td></td>
<td>2 Asst. Personnel Officer</td>
<td>12000 – 23000 employees</td>
</tr>
<tr>
<td></td>
<td>3 Asst. Personnel Officer</td>
<td>Above 23000 employees</td>
</tr>
<tr>
<td></td>
<td>1 Divisional Personnel Officer</td>
<td>For one Division</td>
</tr>
<tr>
<td></td>
<td>1 Chief Personnel Officer</td>
<td>For one Division</td>
</tr>
<tr>
<td><strong>Commercial Department</strong></td>
<td>One TTE</td>
<td>1 Sleeper Coach</td>
</tr>
<tr>
<td></td>
<td>(non vestibuled)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>One TTEs</td>
<td>2 Sleeper Coaches</td>
</tr>
<tr>
<td></td>
<td>(vestibuled)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>One T.C.</td>
<td>200 Passengers</td>
</tr>
<tr>
<td></td>
<td>One Booking Clerk</td>
<td>8 hours work with 800 tickets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Issuing capacity</td>
</tr>
<tr>
<td></td>
<td>One Parcel Clerk</td>
<td>50 Wage Bills (8 Hrs. duty)</td>
</tr>
<tr>
<td></td>
<td>One Goods Clerk</td>
<td>60 Invoices (8 Hrs. duty)</td>
</tr>
</tbody>
</table>

**SOURCE**: Office of General manager, South Central Railway, Secunderabad.
An analysis of Table 3.1 shows that the South Central Railway has fixed 5.13 crew staff i.e., Drivers and Assistant Drivers for every train. Similarly for every 25 Drivers one Loco Inspector is fixed who inspects the working conditions of the loco and also the driver. Similarly, in case of shunting i.e., changing of locos and also attaching and detaching wagons in a station for which one train inspector is fixed, for every 50 shutting crews. Further, for every train four guards have been fixed as yardstick. Besides this, for non crew operating staff i.e., Station Masters, Assistant Station Masters, Yard Masters and Assistant Yard Masters etc., about 16 percent to 30 percent of the staff strength as leave reserve has been fixed. Similarly, for the crew staff i.e., drivers, guards, 15 percent to 30 percent of the staff is being fixed as leave reserve. Though, the above leave reserve position in percentage, depicts very high range but in fact, the crew staff requirement will increase by only 0.77 at lower range and 1.54 at the highest range. Thus, the leave reserve personnel required in this regard is realistic. It is also necessary to narrate that, the yardstick of 5.13 fixed for crew staff for every train is based on the running line of the originating train with in the zone, to its border zone point, in all under its jurisdiction do not exceed more than 10 hours. Thus, a driver who is expected to work for eight hours and according to his assigned destination the ratio fixed is realistic in nature.

In South Central Railway based on the operating volume, and intensify of work had fixed personnel ratio. In maintenance department one time keeper for every 100 men, two clerks for every 200 men and works managers
depending upon the work schedule has been fixed. Similarly, in establishment section for every 110 men, one clerk, has been fixed. For every sub section in the establishment office, based on the number of clerks, one head clerk and based on this one superintendent has been fixed.

In personnel department, for every 12,000 employees one assistant personnel officer and for more than 12,000 but less than 23,000 employees two assistant personnel officers and over and above 23,000 employees, three assistant personnel officers have been fixed. At every division level, DPO and one senior divisional personnel officer has been fixed as norm for the entire zone. The Chief Personnel Office, is in the helm of affairs of the personnel management.

In commercial department, which includes goods clerk, parcel clerks, ticket collectors, ticket travelling examiner, conductors and others the yardsticks have been fixed for it. In nonvestible train, one train travelling examiner (TTE) for one sleeper coach and in vestibuled. One TTE for every two sleeper coaches has been fixed. In the case of Ticket Collectors for every 200 tickets i.e., passengers, a ticket collector have been fixed as a norm. Similarly, for every 8 hours shift, with 800 tickets issuing capacity, one booking clerk has been fixed. Further, for every 50 wage bill one parcel clerk and for every 60 invoices, one goods clerk per shift of 8 hours has been fixed. Coach attendants
in Air Condition first class, air condition second class, air condition three tier and also in first class, at the rate of one person for each coach have been fixed.

In the light of above yardsticks formed by the South Central Railway for their operating, maintenance, establishment, and commercial department, it is inferred that with its operational level, manpower planning, have been enunciated with economy consistence efficiency.

The present study on South Central Railway shows that Indian Railways has a peculiar situation of having an increasing trend in workload on one hand and on the another a declining trend in manpower level. Different sections of the organisation are effected with technological change, resulting in manpower reduction. At the same time, some sections have grown, requiring additional manpower with a contrast situation. Since, the Indian Railways is the largest sector it should take long term view in its policy decisions. From the analysis of the manpower situation on Indian Railways. Rail India Technical and Economic Services, have projected various issues, which have emerged in Indian Railways and which need comprehensive and effective thinking in formulating policy with long term perspective. The important issues were the need for improved manpower productivity, reduction in total manpower employment, with introduction of modern technology, identification of surplus staff and their redeployment, controlling and maintaining the quality of
recruitment levels, improved management training and creation of effective management career structures with personnel cost control.

A look into the railway services in recent years, very clearly discloses that, Indian Railways have been concentrating on long distance passenger, traffic and bulk load freight traffic. This policy needs for rationalisation of manpower planning. In continuation of their policy of reducing manpower strength in Indian Railways had adopted an adhoc reductions in staff strength, banning recruitment, offering voluntary retirements with attractive incentives for early retirements, all resulted in reduction in manpower. Inspite of this any surplus staff being identified by railways have adopted the policy of redeploying them in a suitable places. Indian Railways have also adopted as a part of the manpower planning policy to have zero based manpower budgeting which is similar to that of zero based financial budgeting. Here the manager is required to review the staff position based on work study and with Delphi forecasting method to project the actual manpower requirements at the given time and also at a future date by justifying every employee in operations. Though, zero based manpower budgeting was effective during the first few years, but in the subsequent years the tendency was to refurnish the previous years review. It is therefore recommended to have zero based budgeting once in five years to locate the activities which can be eliminated.
To have a manpower strategy with an effective policy in Indian Railways, needs a computer based manpower information system (MIS) which provides required information for periodical review of their policies. The Indian Railways have adopted the computer based information system under the manpower planning policy which has provided job wise, activity wise, unit-wise, manpower inventory at divisional zonal level for the Indian Railways. This information included age profile, skills, education, training, promotion, transfer and also manpower ratios and cost trends. It is very interesting to note that, on one hand Indian Railways in general is making all efforts to introduce and implement manpower strategy with effective manpower planning policy, but at the divisional level determination of manpower for work situation, suffered from a large degree of error due to subjective estimation made by the officers concerned. Instead of this, if they would have followed as Indian Railways have recommended, the policy under the work measurement through time study, activity sampling, and synthetic measurements, the manpower planning would be more effective. These technique have their own characteristics which should be carefully examined.

It is also evident that under the manpower planning policy in Indian Railways, following the bottom up forecast method resulted in over estimation of the people required. Therefore, the Indian Railways also revised their policy from bottom up forecast to top down forecast through which certain parameters have been fixed in determining the number of employees required for a given
operation viz., a) Train Kilometres per employee b) Gross value added by employee and so on.

It is also essential today that with the need of the day, Indian Railways have to adopt and follow technological changes on lines at global levels. This necessitates to inculcate and improve multi skills among the employees of Indian Railways, which forms one of the basic objective of manpower policies to improve the manpower quality in Indian Railways besides, following zero based manpower planning budget with a periodical review by the Indian Railways.

PERSONNEL POLICIES:

The formation and development of personnel policies have become so significant in Indian Railway as well as South Central Railway as they have reached a dimension that requires many decision making centres to act consistently. The important sources of personnel policies of South Central Railway are as follows:

1) Indian Railways Act
2) The Railway Board Act
3) Railways Establishment Rules
4) Railway Services Rules
5) Periodical directives and Orders of Government of India
6) Railway Board Policy Decisions.
The Indian Railways Act empowers the Government of India to act as a personnel agency over the South Central Railway. It is empowered to issue number of instructions, directives and guidelines from time to time with reference to management of its personnel.

The Governing Body of the Railways, as a sub-policy making body also plays a vital role in the framing of personnel policies. In almost all the meetings of the Board, there will be discussions about personnel matters of Indian Railways.

PERSONNEL AGENCIES:

The personnel agencies responsible to execute the personnel policies of Indian Railways may be classified into two categories. They are:

1) Personnel agencies outside the Railway Board comprising
   (a) the consultative committee of Parliament for Indian Railways and
   (b) Secretariat Department

2) Personnel agencies inside the Indian Railways comprising of
   (a) Railway Board
   (b) Chairman of the Railway Board
   (c) Chief Personnel Officers
   (d) Divisional Personnel Officers and so on.
CLASSIFICATION:

Systematic classification of jobs and standardization of all staff are two of the most essential features of Human Resource Management. All other problems of human resource management would be solved provided, there is logical and scientific classification of personnel. As pointed out by W.F. Willoughby ‘classification and standardization of public employment constitute indeed is the starting point of the basis upon which the whole personnel structure must rest’ classification is the systematic sorting and ranking of positions in a hierarchial sequence according to comparative differently and responsibility. Thus a judicious classification system would help in sorting out easily the problems of pay, line of promotion, duties and responsibilities.

The Indian Railways as a whole and the South Central Railway as a zone it has now emerged as a gigantic organisation with as many as 15.81 lakh employees representing (a) open line and (b) construction branches as on March 31, 2000. Further, these employees were classified into A,B,C and D categories as shown in Table 3.2.
### TABLE 3.2

CLASSIFICATION OF EMPLOYEES IN SOUTH CENTRAL RAILWAY

<table>
<thead>
<tr>
<th>Revised Classification</th>
<th>Description of Posts</th>
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<tbody>
<tr>
<td>Group 'A'</td>
<td>All posts in scale Rs.3200-4000 and above excluding those mentioned against Group 'B' below posts in scale Rs.2375-3500 applicable to Accounts Officers only and other posts of officers in scale Rs. 2000-3500 (all Group 'B' departments including Post-Graduate teachers (Selection Grade) in Scale Rs.2200-4000.</td>
</tr>
<tr>
<td>Group 'B'</td>
<td>All posts in scale Rs.825-1200 and above including Post-Graduate Teachers (Senior Grade) /Head Master Middle Schools in scale Rs.2000-3500, Supervisors in Scale Rs.2375-3500 and excluding those mentioned in Group A &amp; B, all posts in scale Rs.750-940, 775-1025 and 800-1150.</td>
</tr>
</tbody>
</table>

CLASSIFICATION OF SERVICES, CREATION OF POSTS AND ALLIED MATTERS:

As recommended by the First Central Pay Commission, the services of the Railway Servants were divided into four classes or categories – viz., Class I, Class II, Class III & Class IV of which the former two are gazetted and the rest i.e., Class III & Class IV are non-gazetted. In addition to these two classes of gazetted officers, there is another class of Officers, - they are Temporary Assistant Officers who are not classified either as Class I or Class II, until they are substantively appointed as Officers in Railway Services, they remain unclassified.

**Class I Service** will include – posts in the Railway Board: Directors, Additional Directors, Joint Directors, Assistant Directors Railway Board and Research Design and standardization Organisation: Secretary, Deputy Secretary, Under Secretary and Section Officers, Railway Board etc., Different Services in different branches of Engineering in Indian Railways: Indian Railway Services in Traffic/Stores/Personnel/Accounts Departments etc., and Superior Revenue Establishment, Indian Railways, comprising specialists and miscellaneous posts etc.

**Class IV Service:** Gazetted posts not included in Class I.

- Gazetted Post is a post to which appointment is made by notification in the Gazette of India.
Class III: Class III Posts will include those posts in non-gazetted service.

Class IV: Non Gazetted posts in scale Rs.750-940, 775-1025 & 800-1150.

In terms of recommendations of the third Pay Commission all the Gazetted and Non-Gazetted posts on Railways were classified w.e.f., 1.4.1976 as under:-

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<thead>
<tr>
<th>Existing Classification (in RS/73)</th>
<th>Revised Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class I</td>
<td>Group 'A'</td>
</tr>
<tr>
<td>Class II</td>
<td>Group 'B'</td>
</tr>
<tr>
<td>Class III</td>
<td>Group 'C'</td>
</tr>
<tr>
<td>Class IV</td>
<td>Group 'D'</td>
</tr>
</tbody>
</table>

Provided, however, the classification of any posts created or deemed to have been created on or after 1.1.1973 in the revised scale but before 1.4.1976 as specific additions to cadres existing prior to 1.1.1973 shall be same as that of posts in the cadres to which they have been added. All Gazetted and non-Gazetted posts subject to exceptions of any as may be ordered by the Railway Board, created subsequent 1.4.1976 are classified as shown in Table 3.2 :-

Later in April 1998 the erstwhile classification was re-arranged and consequently the following is the classification of employees in South Central Railway as shown in Table 3.3.
TABLE 3.3
CLASSIFICATION OF EMPLOYEES FROM 1998
IN SOUTH CENTRAL RAILWAY

<table>
<thead>
<tr>
<th>S.No</th>
<th>Description of Posts</th>
<th>Classification Of Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>A Central Civil Post carrying a Pay or a Scale of Pay with a maximum of not less than Rs.13,500</td>
<td>Group 'A'</td>
</tr>
<tr>
<td>2.</td>
<td>A Central Civil Post with a Scale of Pay between Rs.9000-13500</td>
<td>Group 'B'</td>
</tr>
<tr>
<td>3.</td>
<td>A Central Civil Post with a Scale of Pay between Rs.4000-9000</td>
<td>Group 'C'</td>
</tr>
<tr>
<td>4.</td>
<td>A Central Civil Post with a Scale of Pay between Rs.4000/- and less.</td>
<td>Group 'D'</td>
</tr>
</tbody>
</table>

Source: Govt. of India (D. P&T) Order notified in Official Gazette Vide S.O. 332 (e), dated 20-4-1998.

RAILWAY RECRUITMENT BOARDS:

Railway Board\(^8\) have set up various Railway Recruitment Boards on Indian Railways to cater the needs of Zonal Railways for recruitment of Group 'C' posts except those mentioned in "Recruitment and Training" chapter, i.e., recruitment made by Zonal Railways.

Railway Recruitment Board is placed under the control of Chairman (Senior Administrative Grade) who is assisted by members and a Secretary to manage the functions efficiently.
Recruitment being one of the items of manpower planning which is normally equated with the requirement of staff, therefore, it is the essential duty of Zonal Railways to assess in advance, the requirement of staff in coming years, by locating vacancies, planning for replacement and to place advance indent on Railway Recruitment Boards, to enable them to make staff available at the appropriate time. After the receipt of such indents from Zonal Railways the functions of Railway Recruitment Board start.

Functions -

The main functions are as under:

1) to scrutinize indents and arrange for publication of vacancies in leading newspaper and elsewhere,

2) to contact specialist/Professors for setting question paper,

3) to arrange for printing of question-cum-answer books,

4) to contact educational institutions for organising venue of examination,

5) to contact Railway Officials for arranging Personnel for supervision,

6) to allot roll numbers to candidates after scrutinising their applications,

7) to send call letters for written examination to candidates,

8) to visit computer centres for valuation of answer books and to get results,

9) to arrange for interview (oral test), sending calls, arranging Railway Officials when required, and

10) to frame result and send the list of successful candidates along with required documents to Zonal Railways.
### List of Railway Recruitment Boards with territorial jurisdiction:

<table>
<thead>
<tr>
<th>Hqrs. Of R.R.B.</th>
<th>Limits (Km.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmedabad</td>
<td>16</td>
</tr>
<tr>
<td>Ajmer</td>
<td>*</td>
</tr>
<tr>
<td>Allahabad</td>
<td>*</td>
</tr>
<tr>
<td>Bhopal</td>
<td>18</td>
</tr>
<tr>
<td>Bangalore</td>
<td>*</td>
</tr>
<tr>
<td>Bhuvaneswar</td>
<td>*</td>
</tr>
<tr>
<td>Bombay</td>
<td>40</td>
</tr>
<tr>
<td>Calcutta</td>
<td>50</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>15</td>
</tr>
<tr>
<td>Guwahati</td>
<td>12</td>
</tr>
<tr>
<td>Gorakhpur</td>
<td>10</td>
</tr>
<tr>
<td>Jammu-Srinagar</td>
<td>11</td>
</tr>
<tr>
<td>Madras</td>
<td>30</td>
</tr>
<tr>
<td>Malda</td>
<td>12</td>
</tr>
<tr>
<td>Muzaffar Nagar</td>
<td>10</td>
</tr>
<tr>
<td>Patna</td>
<td>20</td>
</tr>
<tr>
<td>Ranchi</td>
<td>14</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>20</td>
</tr>
<tr>
<td>Trivandrum</td>
<td>40</td>
</tr>
</tbody>
</table>
PERSONNEL BRANCH:

FUNCTIONS OF CHIEF PLANNING OFFICER AND SENIOR PERSONNEL OFFICER: In order to overcome the personnel problems faced by Railway Administration as well as by the Railway employees, a Personnel Branch has been set up at Headquarters level of each Zonal Railway and also at the Divisional level including in Railway Workshops. The branch at Headquarter is placed under the supervision of Chief Personnel Officer and in the Divisions and Workshops under the supervision of Sr. Personnel Officer and the Personnel Officer, respectively.

The main functions of Personnel Branch are:

(i) Arranging recruitments, training of staff, promotion and demotions, transfers, suspension, discharges, granting recruitment benefits, selections and creation of posts.

(ii) Confirmations and payments of pay, allowances and incentives, bonus, maintenance of seniority, record of service, leave account, grant of educational assistance and medical facilities.

(iii) Dealing with recognized unions, arranging meetings of Permanent Negotiating Machinery, Corporate Enterprise Group, Prem J.C.M. and settling the grievances of staff.

(iv) Dealing with the provisions of various laws and Acts, such as Industrial Disputes Act, Factory Act, Workmen’s Compensation Act, Payment of Wages Act, Minimum Wages Act, etc., D & A Rules and Conduct Rules.
(v) Interpretation of rules and orders received from Railway Board, if necessary with the consultation of Finance Branch.

(vi) Dealing with Welfare matters concerning staff, such as provision of residential accommodations, canteens, holiday homes, consumers' societies, schools, clubs, institutes, etc.

(vii) All other matters concerning railway employees and circulating all orders and Railway Board's letters, concerning personnel functions to all departments and unions.

In order to discharge its duties competently and efficiently, Personnel Department should equip itself with all rules and regulations for expeditious disposal of grievances of staff and cases affecting other likewise matters.

**RECRUITMENT:**

The recruitment of the Railway Employees in the aforesaid A, B, C, D Groups is made based on the group of service through direct recruitment through Union Public Service Commission, by promotion, by recruitment through Railway Recruitment Boards, by direct recruitment from open market and from casual labours. Such details of various groups are as under:

Group 'A' Service, employees of the various departments of Railway are recruited through:

(i) Competitive examination conducted by Union Public Service Commission.

(ii) By promotion of officers of Group 'B', and
(iii) By appointment of Special Class Apprentices on the result of examination held by the Union Public Service Commission.

In general, the Probationers are recruited to the following organised Railway Services:

1. Indian Railway Service of Engineers (IRSE),
2. Indian Railway Service of Mechanical Engineers (IRSME),
3. Indian Railway Service of Electrical Engineers (IRSEE),
4. Indian Railway Stores Service (IRSS),
5. Indian Railway Service of Signal Engineers (IRSSE),
6. Indian Railway Traffic Service (IRTS),
7. Indian Railway Personnel Service (IRPS),
8. Indian Railway Accounts Service (IRAS),
9. Indian Railway Medical Service (IRMS), and
10. Department of Railway Protection Force.

Group ‘B’ Service:

The recruitment of this group of employees, is made through selections from the eligible employees of Group ‘C’ by placing them on penals through duly constituted Selection Board under the extent rules. 70% of the assessed vacancies are filed by selections from the eligible employees conducted departmentally and 30% of the vacancies through Limited Departmental Competitive Examinations as per terms and conditions stipulated
for such examinations. In Medical Department doctors are recruited as probationers through Selection Board where a Chief Medical Officer of an other Railway has to represent as member of Selection Board and after approval of panel, by Union Public Service Commission, doctors are taken on temporary measure in Group ‘B’. In regard to Railway Protection Force Special Rules are provided for recruitment of Group ‘B’.

**Group ‘C’ Service :**

**Recruitment** – Subject to what has been specifically provided in the relevant rules, recruitment on the Railways will be to the lowest grade of the category concerned. Direct recruitment to intermediate grades will be made where specifically provided for and in other cases as and when considered necessary by the Railway administration with the approval of Railway Board.

The General Managers of Indian Railways have full powers to make rules with regard to Railway Servants Group ‘C’ and ‘D’ under their control, provided they are not inconsistent with any made by the President or the Ministry of Railways.

The General Manager or the Chief Personnel Officer or the Chief Administrative Officer may, in special circumstances and for the reasons recorded in writing, relax or modify the Recruitment Rules in individual cases, where no specific provision/restriction in regard to age limit/educational
qualifications etc., have been stipulated by Railway Board. They can also issue orders for deviation from these rules in respect of certain categories or on certain occasions provided such relaxations are purely on temporary basis. Long terms or permanent alteration of the rules would require the prior approval of the Railway Board.

The powers, do not authorise the General Managers to recruit persons without the agency of the Railway Recruitment Boards unless the Railway Board have issued special authorisation.

All appointments will be made on probation for two years. For trainees or apprentices appointed to a working post after the conclusion of their training, the probationary period commences on the date of such appointment. No persons shall be appointed to Railway Service or sent to training school without the production of a health certificate. The recruitment rules should also indicate the qualification, age, scales of pay applicable for the various posts in the service.

No person who has more than one wife living or who having a spouse living, marries in any case in which such marriage is void by reason of its taking place during the life time of such spouse, shall be eligible for appointment to service.
The age limit to Group 'C' for popular categories like office clerks, typists, stenographers, Train Clerks, Commercial Clerks, Ticket Collector, is between 18 years and 25 years. For other categories of posts in Group 'C' the age limit would apply as laid down by the Ministry of Railways (Railway Board) from time to time.

Upper age limit for direct recruitment in all Group 'C' and 'D' categories including engagement of casual labour and substitutes on Railways to be notified during the next two years with effect from 4.8.1995. However, the current age of relaxation is extended further for a period of 3 years i.e., upto 3.8.2000. Recruitments finalised in the intervening period shall not be reopened.

The educational qualifications for recruitment to the various posts in Group 'C' would be as laid down by Ministry of Railways from time to time which should be incorporated in the employment notice.

The recruitment to fill Group 'C' posts on Indian Railways shall be made through:

(i) Direct recruitment through Railway Recruitment Boards established at various places on Indian Railways,
(ii) by promotion of Group 'D' service,
(iii) direct recruitment of dependents of crippled de-categorised or incapacitated employees retired on medical grounds,

(iv) direct recruitment of Children of the employees who died while in service, on compassionate grounds,

(v) direct recruitment of handicapped persons,

(vi) direct recruitment against the quota of Sportsmen, Cultural, Scouts and Guides, and

(vii) recruitment against specified categories such as teachers for Railway Schools and skilled or Artisan staff.

All vacancies in posts and services whose authorised scale of pay rises above Rs.375 Rs.425 Rs.1400 per month, recruitment for which is made through Railway Recruitment Board or by Railway Administration and are treated as "by open competition and on All India basis: will be advertised in the list of newspapers approved by the Department of Personnel for advertisements issued by the Union Public Service Commission. All other posts in the lower grades will be advertised at the discretion of Railway Recruitment Boards or Railway Administration in the English, Hindi and regional language newspapers.

Railway should direct recruit Group 'C' staff where permitted and the posts which are to be filled through Railway Recruitment Boards should not be filled in by Railway Administration unless these are specifically authorised by Railway Board.
Railway Board desired that indent for the requirement of staff shall be placed to Railway Recruitment Board after the same is critically reviewed and personally approved by the Principal, Head of Department\textsuperscript{11}.

For recruitment through Railway Recruitment Boards, the number of vacancies where exist will be assessed by Personnel Branch of Railways, taking into consideration, the transfer of staff from other Railways, etc., reserved quota for scheduled castes/tribes/ex-servicemen and requirements are intimated to Railway Recruitment Board indicating full particulars, viz., number of vacancies including reserved vacancies, age and qualification for each category, name of category, scale of pay, etc. for advertising in the newspapers so as to enable them to obtain the persons in specified time. After receipt of applications for the advertised posts, the candidates are called for written test and then selection by the Committee.

The Committee for conducting interviews for recruitment to Group ‘C’ and ‘D’ posts on the Railways/Production Units/RRBs should consist of six members, three of whom should be non-official members and three should be official members one each belonging to the Personnel Department, the department for which the recruitment is being made, and a department other than the Personnel Department and the department for which the recruitments are being made. If such a committee cannot be constituted from amongst the Chairman/Member-Secretary of the Railway Recruitment Board and out of the
Officer from the Zonal Railway or any division or Workshop, a person of SC/ST and minority communities from adjacent Railway or another department, either outside the Railway, like retired Railway or Army Officer or Principals of Educational Institutions or eminent persons belonging to SC/ST and minority communities may be co-opted to serve on the committee. Nomination from outsiders should be from panel of names formed by the Government or of the Chairman of the concerned Recruitment Board/General Manager.

The candidates selected are placed on selection list in order of merit. The Recruitment Board send the names of selected candidates along with their original application to the Railway concerned. Based on call letters sent by Railways, the candidates on reporting for duty, shall have to pass the medical examination prescribed for each category.

Staff to be promoted from Group 'D' shall have to pass written test and are screened by the selection committee constituted as stated above. Similar procedure is adopted for the recruitment of categories against items (iii) to (vi) above. These staff are recruited for certain categories where they are considered fit. It is obligatory for all trainees to acquire the elementary knowledge of Hindi.

Merger of cadre of Typists with Clerical Cadre: Since July 1992 the vacancies of typists in the lowest grade were added into the clerical cadre in the
corresponding grade Direct recruits from open market in the categories of Clerks/Sr. Clerks, Accounts Clerks and Junior Accounts Assistant shall possess "Typewriting proficiency of 30 words per minute in English or 25 words per minute in Hindi" as an essential qualification besides prescribed educational qualifications\textsuperscript{13}.

In the case of promotion of Group 'D' employees to Group 'C' posts in the ministerial cadres of promotion of Clerks as Senior Clerks against the LDCE quota, the Board made the following decisions.

(a) In the case of promotion from Group 'D' to Group 'C' in the ministerial cadre and promotion of Clerks as Senior Clerks against LDCE quota, the employees will henceforth be required to acquire the typing skill within a period of 2 years, and their promotion will be provisional subject to acquiring the prescribed typing qualification within the stipulated period.

(b) For all promotions from Group 'D' to Group 'C' in the ministerial cadre and from Clerks to Senior Clerks against LDCE quota to be made after 2 years from the date of issue of these orders, possession of typing skill (30 W.P.M. in English and 25 W.P.M. in Hindi) will be pre-requisite condition for eligibility to appear in the selection/LDCE\textsuperscript{14}.
PHYSICALLY HANDICAPPED:

Physically handicapped employees are exempted from typing qualification for the above purposes if they have been found otherwise qualified and certified as being unable to type by the Medical Board attached to the Special Employment Exchange or by a Civil Surgeon where such a Board does not exist\textsuperscript{15}.

APPOINTMENTS ON COMPASSIONATE GROUNDS:

The persons appointed on compassionate grounds to ministerial cadre (as Clerks or Sr. Clerks) will, hereafter be required to possess typewriting proficiency of 30 W.P.M. in English or 25 W.P.M. in Hindi within a period of 2 years from the date of appointment, and their appointment will be provisional subject to acquiring the prescribed typing qualification within the stipulated period. There provisions will be applicable to the compassionate appointments made during the next 2 years whereafter the possession of typing skill will be a pre-requisite condition for eligibility for considering appointments on compassionate grounds, to the ministerial cadre\textsuperscript{16}.

SPORTS CATEGORY:

The persons appointed Sports quota to the Categories of Clerks and Senior Clerks will henceforth be required to possess typewriting proficiency within a period of two years from the date of appointment and that their
appointment will be provisional subject to acquiring the prescribed typing qualification within a stipulated period.

GROUP 'D' SERVICES:

As a normal rule, the recruitment of Group 'D' other than Railway Protection Force, is made locally by the Division, major Workshops, loco sheds, C & W Sick lines, Permanent Way Inspector lengths, etc. Recruitment for each category will be made separately. If necessary, there may be more than one unit for recruitment in a Division.

No direct recruitment is made to higher grades in Group 'D' except:

(a) in certain categories where serving employees in lower grades do not offer; and

(b) where they cannot be trained in time in case of expansion or for embarking on new projects.

AGE LIMIT:

The age for recruitment to Group 'D' categories will be 18 to 28 years. The upper age-limit is relaxable by 5 years in case of Scheduled Castes and Scheduled Tribes candidates and in case of blind, deaf and orthopaedically handicapped persons is relaxable up to 10 years. Substitutes casual labour and temporary workmen who join service before attaining the age of 25 years may be
allowed relaxation of maximum age-limit prescribed for group 'D' posts to the extent of their total service, which may either continuous or broken periods.

RELAXATION OF AGE:
The following relaxation of age limit are prescribed:

(a) By five years in case of SC/ST candidates.

(b) By ten years in case of Handicapped viz., Blind, Deaf and Orthopaedically persons.

(c) Ex-servicemen including disabled persons who have put in at least 6 months' service in Army to the extent of their service increased by three years.

(d) For appointment on compassionate grounds, sons, daughters and wives of Railway employees who die while in service to the extent required and justified.

(e) Similar to (d) above, relaxation of age is granted to the sons, daughters and wives of medically incapacitated railway employees.

(f) For appointment of Outstanding Sports persons against Sports quota to the extent justified by General Manager.

(g) Ex-servicemen for appointment as Apprentice up to the age of 40 years.

(h) Widows, Divorced women and judicially separated who are not married, are granted relaxation in age up to the age of 35 years and in case of SC/ST up to 40 years.
(i) Group 'D' staff for recruitment to Group 'C' or apprentices relaxation is granted for the period of ten years subject to a ceiling limit of 30 years for apprentice categories.

(j) Casual labour and substitutes who have put in three years' service irrespective of whether continuous or broken period to the extent of service rendered subject to the age of 40 years in case of general candidates and 45 years in case of SC/ST.

(k) Whenever any recruitment to the services or posts, to all the Central Civil Services and posts, including All-India Service, a relaxation in the upper age limit up to a maximum of six years shall be admissible, to all persons who have originally resided in the State of Assam during the period from the 1st day of January, 1980 to 15.8.1985.

(l) Direct recruitment to Group 'C' & 'D' posts, the Railway employees who have put in at least three years' continuous service may be given age relaxation to the extent of the period of Railway service put in by them subject to the upper age limit of 40 years, not being exceeded in the case of general candidates and 45 years in the case of SC/ST candidates. However, where extent orders permit age relaxation over 40/45 years, the existing higher age limit will continue.
(m) Staff and Co-operative Societies, Canteens and Institutes, relaxation in age shall be granted to the extent 5 years, or the service rendered in these organisations, whichever is less:\superscript{20}

(n) Upto three years (including apprentice categories) in respect of serving employees applying for direct recruitment to the initial categories and upto five years for posts in intermediate categories.

(o) Upto 45 years in respect of displace persons who migrated to India from Bangladesh on or after 1.1.1964 for Group 'C' and Group 'D' posts upto 30 years and for SC/ST further relaxable by 5 years.

(p) In the cases of blind, deaf-mute and orthopaedically handicapped relaxation shall be granted upto 10 years:\superscript{21}

Literacy is an essential qualification should be insisted upon only for those categories where it is necessary for proper execution of duties which means that an ability to read and write simple sentences in any language. In other cases, where literacy is not required for competence in the job and is not prescribed, applicants applying directly to the Railway Administration should also be considered and registration at and Employment Exchange should not be made obligatory. However, in technical centres like Diesel sheds, Electric Loco sheds and EMU sheds is I.T.I. or completion of course under Apprentice Act. The cases where posts requiring manual work, the physical fitness should be deciding factor and literacy is not insisted upon.

\superscript{20} Staff and Co-operative Societies, Canteens and Institutes, relaxation in age shall be granted to the extent 5 years, or the service rendered in these organisations, whichever is less.

\superscript{21} Literacy is an essential qualification should be insisted upon only for those categories where it is necessary for proper execution of duties which means that an ability to read and write simple sentences in any language.
Substitutes, casual and temporary workmen who acquire temporary status as a result of having worked on other than projects for more than 120 days and for 360 days on projects or other casual labour with more than 120 days or 360 days service, as the case may be, should be considered for regular employment without having to go through Employment Exchanges.

Staff of Co-operative Societies, Canteens, Commission Bearers, Vendors shall also be considered for regular absorption in Group ‘D’ alongwith Casual labour keeping their names below all the eligible casual labour in the select list.

Selection Board for recruitment of Group ‘D’ posts including screening of Casual labour/Substitutes shall consist of three members, one of whom should belong to SC/ST communities and other to minority communities. No member of the committee shall be directly subordinate to any of the other members. If such a committee cannot be constituted from the offices, etc., the procedure of forming committee for Group ‘C’ may be adopted.

NOTE - All inclusive remuneration of Rs.10 per day may be given to an Outsider, whether co-opted locally or from outside.

The list of selected candidates will be pasted on important Notice Boards throughout the area of recruitment after each selection.
All Group 'D' vacancies, excluding Workshops, are to be filled from the existing Casual Labour after due screening wherever such casual labour are available. In the administrative and other associate offices casual labour may not be available for such screening to fill the Group 'D' vacancies. Board, therefore, desire that in such cases, the requirement should be met from screened Group 'D' Panels, locally available.

RECRUITMENT IN INTERMEDIATE GRADE:

The recruitment on Railways is normally made in the lowest grade of the category concerned. Direct recruitment on a limited scale to intermediate grades is made as and when considered necessary by the Railway Administration with the approval of Railway Board. The qualifications for recruitment to grades higher than the lowest grades will be those approved by Railway Board.

ELECTRIC SIGNAL MAINTAINERS:

The Ministry of Railways have decided that as a one time measure all the direct recruitment vacancies in the category of Jr. Engineer (Signal & Tele.) Grade II after setting of the vacancies earmarked for being filled under the Scheme of GDCE, may be added to 20% quota of vacancies and filled accordingly.
RECRUITMENT OF ARTISAN STAFF:

The vacancies in the category of Skilled Artisan Grade III in scale Rs.950-1500/3050-4550 in various Engineering departments will be filled as under:

(i) 25% by selection from course completed "Act Apprentice" ITI passed candidates and matriculates from the open market; serving employees who are course completed Act Apprentice or ITI qualified could be considered against this quota allowing age relaxation as applicable to serving employees.

(ii) 25% of serving semi-skilled and un-skilled staff with educational qualification as laid down in the Apprentices Act; and

(iii) 50% by promotion of staff in the lower grade as per prescribed procedure.

RECRUITMENT OF APPRENTICES UNDER THE APPRENTICES ACT, 1961

An "apprentice" means a person deputed for training in a trade or business with a view to employ in Government Service, who draw a stipend at monthly rates from Government during such training but is not employed in or against a substantive vacancy in the cadre of a department.
Recruitment of Special Class Apprentices on the Railway is made through the Union Public Service Commission. Recruitment of all other apprentices except trade apprentices, is made through Railway Recruitment Boards. The sources of recruitment are:

1. Open market by advertisement from the persons whose names are registered in the Employment Exchanges,
2. Wards of Railway Employees,
3. SC/ST organisations for selection of reserved communities, and
4. ITI organisation.

The minimum age-limit for appointment of apprentices is 15 years under the Apprentices Act, 1961 and upper age is 20 years and for ITI candidates is relaxed by two years and SC/ST upper age is relaxed by five years.

Selected apprentices shall have to deposit Security Deposit during their period of apprenticeship as required under the rules. They will have to enter into an agreement which should inter alia embody the following conditions.

**TRADE APPRENTICES:**

In terms of para 2202(2) R-II, an apprentice means a person deputed in a trade or business with a view to employment in Government Service. Trade Apprentices are recruited by the Railway Administration to fill
50% of the vacancies of skilled grades in Railway workshops. The age limit prescribed is between 15 and 20 years for non-ITI candidates, 22 years for ITI candidates and for SC/ST the age limit will be relaxable by 5 years. The educational qualification is prescribed as Middle School Standard.

RECRUITMENT ON ZONAL RAILWAYS:

The recruitment to Group ‘C’ is normally made on the Railways through the agency of Railway Recruitment Boards but Zonal Railways have been empowered by Railway Board to recruit directly the following nature of employments:

1. the dependents of crippled, de-categorised or incapacitated employees retired on medical grounds,
2. the children of the employees who died while in service on compassionate grounds,
3. the recruitment of handicapped persons,
4. the recruitment against the quota of Sportsmen, Cultural Scouts and Guides,
5. the recruitment of teachers for railway schools and colleges, and
6. skilled artisan in Railway Workshops.
In addition to above, the recruitment of Group ‘D’ staff is made directly on Railways by the Divisions, Workshops, Loco Sheds, Carriage and Wagon depots and Permanent Way Inspectors length, as the work of recruitment of Group ‘D’ staff is not entrusted to Railway Recruitment Boards.

SPECIAL RESERVATIONS FOR SC/ST IN RAILWAY SERVICES:

The policy of the Government of India in regard to special representation in the Railway Services is governed by the Constitution of India, which lays down, inter alia, that with exceptions no discrimination shall be made in the matter of appointment to the services under the States on grounds of race, religion, castes etc. The exceptions are the special provisions that shall be made for Scheduled Castes and Scheduled Tribes in all services.

Accordingly, the quota of reservations in respect of Scheduled Castes and Scheduled Tribes communities will apply to all initial recruitment and to the post on promotion under the existing scheme should be made applicable to all grades or services in which element of direct recruitment, if any, does not exceed 75%. In all grades, services or posts having scale beyond Rs.425-1400 (RPS) (RS) p.m. the quota would be:
Open Competition | Other than Open Competition
---|---
Scheduled Castes  | 15%  | 16%  
Scheduled Tribes  | 7 ½ %  | 7 ½ %  

Such posts the scale of which do not go beyond Rs.425 (RS) Rs.1400 (RSP) p.m. the percentage of reservation and points on roaster varies from region as these are filled in on regional basis.

Reservations after three recruitment years are lapsed and to avoid such lapsing surplus above 50% at any one occasion should be carried forward in such a way that older ones are cleared first. A financial year is taken as recruitment year, and in the financial year in which there is no recruitment/selection should not be taken into consideration for the purpose of counting three years limit of carrying forward.

HANDICAPPED PERSONS:

3% of total vacancies will be reserved for physically handicapped persons. This category includes Deaf, Blind and Orthopaedically handicapped persons. 1% of vacancies shall be reserved for each of these categories. In case there are no sufficient number of persons in any one category, the interchange in categories may be allowed otherwise may be carried forward. Physically handicapped persons who are SC/ST, ex-servicemen or dependents...
of those killed in action may be given preference for recruitment to Group 'C' & 'D'.

With effect from 1.1.86, the reservation for the physically handicapped in Group 'C' & 'D' posts shall be computed on the basis of the total number of vacancies occurring in the Group 'C' & 'D' posts. The recruitment would, however, be only in the posts identified to be suitable for them subject to the overall ceiling of 50% reservation in that post as laid down by the Supreme Court. The methodology for calculating the vacancies and for filling up the same as outlined in the Board's Lr.No.E(NG)II/85/RC-2/74 of 26.6.86 may be followed with suitable modifications found necessary to suit the set up on the Railways.

In any year, if vacancies reserved are not filled, the reservation should be carried forward in the subsequent three recruitment years at the end of which the reservation should be deemed to have lapsed.

Identification of posts on the Railways in Group 'C' & 'D' for reservation and recruitment of physically handicapped persons had been circulated by Railway Board vide their letter No. E(NG)II/86RC-2/8 Policy of 10.7.87, Bahri's 178/87.

The physically handicapped candidates are eligible for the following concessions:
(a) Age relaxation upto 10 years; relaxation of another 5 years for SCs/STs.
(b) A pass in Matriculation would do (instead of insisting on minimum 50% marks as in case of other general candidates) provided other prescribed conditions are satisfied.

EX-SERVICEMEN:

The quota of reservation for direct recruitment of ex-servicemen would be 20% of the vacancies of Group ‘D’ and 10% of Group ‘C’. This however does not apply for short term vacancies. The relaxation in age limit is to the extent of period of service plus three years. The upper age limit for ex-servicemen for their recruitment in Apprentice categories is 40 years.

RECRUITMENT AGAINST SPORTS QUOTA:

With effect from 1.4.96, the Railways are authorised to recruit Sports persons against the following annual quota for each Railway and the Production Units.
<table>
<thead>
<tr>
<th>GROUP 'C'</th>
<th>Annual Quota</th>
<th>Extra Quota</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Central, Eastern, Northern, Southern, South Central, South Eastern and Western Railways</td>
<td>40</td>
<td>8</td>
<td>48</td>
</tr>
<tr>
<td>(b) North Eastern and Northeast Frontier Railways</td>
<td>30</td>
<td>6</td>
<td>36</td>
</tr>
<tr>
<td>(c) C.L.W., D.L.W. &amp; I.C.F.</td>
<td>20</td>
<td>4</td>
<td>24</td>
</tr>
<tr>
<td>(d) D.C.W., R.C.F. &amp; W.A.P.</td>
<td>8</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>(e) Metro Railway, Calcutta</td>
<td>6</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GROUP 'D'</th>
<th>Annual Quota</th>
<th>Extra Quota</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Each Division and Headquarters of the Railway</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>(b) CLW, DLW, ICF and RDSO</td>
<td>17</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>(c) DCW, RCF &amp; WAP</td>
<td>8</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>

**Notes:**
1. Quota in RSCB Pool will be operated by RSCB.
2. Inter-Divisional adjustment in the recruitment to Group 'D' referred to at (a) is within the power of General Manager/SDGM but the overall limit should not be exceeded.

**RECRUITMENT ON CULTURAL ACTIVITIES AND SCOUTS AND GUIDES:**

(a) Cultural Activities:

- Group 'C' - 4 per Railway per year
- 2 per Production Unit per year

(b) Scouts and Guides:

(i) Group 'C' - 4 per Railway per year

(ii) Group 'D' - Not more than 2 per Division per Railway

The following qualifications/conditions would apply for recruitment of Scouts/Guides to Group 'C' and Group 'D' posts:
(i) A President's Scout/Guide/Ranger/Rover

OR

Himalayan Wood Badge Holder

OR

A pre-HWB Trained Scout Leader/Advanced Trained Guide Leader/Captain

(ii) Should have been an active member of a Scouts Organisation for at least 3 years in the recent past and continued to be active;

(iii) Should have attended at least one event at national level and or two events at State level;

OR

Should have a good record of participation in Scouts/Guides activities at Unit/District level.

(iv) Should fulfil necessary conditions regarding age, qualification, etc., for class III/Class IV appointment, as per the extent Rules;

(v) Written declaration may be obtained from the candidate that he/she will serve the Scout/Guide movement in the event of his/her selection.

APPOINTMENTS ON COMPASSIONATE GROUNDS:

Appointment on compassionate ground are those appointments which can be made to the dependents of Railway servants who lose their lives in the course of duty or die in harness or become crippled while in service or
medically incapacitated or decategorised for the post holding or due to sickness like heart trouble, cancer or such diseases where no alternative appointment on reasonable emolument could be offered. Compassionate appointments are offered in the following type of cases:

(i) Dependents of the employees who die or permanently crippled in the course of duty;

(ii) Dependents of the employees who die in harness as a result of Railway accidents while off duty;

(iii) Dependents of the employees who die in harness while in service before retirement or medically incapacitated;

(iv) Dependents of the employees whose whereabouts are not known for a period of 7 years and the settlement dues of the employee are paid to the family on this account;

(v) Dependents of the employees who develop serious ailments like heart diseases, cancer or medically decategorised where no alternative job of the same emoluments could be offered to them.

RECRUITMENT RULES FOR CANTEEN EMPLOYEES (STATUTORY AND NON-STATUTORY) CANTEENS ON RAILWAY PRODUCTION UNITS:

Pursuant to the judgement of the Supreme Court dated 27.2.1990, Ministry of Railways have decided that the canteen employees, whether
statutory or non-statutory treated as Railway servants, are to be governed by the following rules:

(i) there should be common seniority for statutory and non-statutory (recognised) canteen employees taking each Production Unit as one unit.

(ii) In respect of Zonal Railways, a Division/Workshops should be taken as a unit of seniority for regulating recruitment/promotion of canteen employees.

(iii) The canteen employees as a whole, should be divided into 4 distinct groups keeping in view the identical nature of work being performed by them as detailed in Table 3.4.

(iv) AVC in respect of staff belonging to take 4 groups may be finalised by concerned Zonal Railway Administration/Production Units in consultation with recognised unions.

(v) In future, direct recruitment shall be made only in respect of the following categories through Railway Recruitment Board as per percentage prescribed and indicated against each.
TABLE 3.4
RECRUITMENT OF CANTEEN EMPLOYEES

<table>
<thead>
<tr>
<th>Group No.</th>
<th>Category</th>
<th>Qualification etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>Manager Gr.III (975-1540)/3200-4900</td>
<td>(i) 50% by direct recruitment Qualification: Matriculation or its equivalent. Diploma in catering preferable. (ii) 50% promotion from Asst. Manager Gr.I Clerks/Cashiers/Accountants/Storekeepers, etc. in scale of Rs. 950-1500/975-1540).</td>
</tr>
<tr>
<td>(2)</td>
<td>Clerks/Cashiers/Accountants/Store Keepers, etc. (950-1500)/3050-4590</td>
<td>(i) 50% by direct recruitment with Matriculation as minimum qualification. (ii) 50% of promotion from lower categories. They will have further avenue of promotion as Managers Gr.III.</td>
</tr>
<tr>
<td>(3) (i)</td>
<td>Asst. Cook (800-1150)/2650-4000</td>
<td>33 1/3 % by direct recruitment of suitable hands (having proficiency in cooking – to be adjudged by suitable practical test) with VIII standard without the agency of the RRBs. 66-2/3% by promotion from lower grades.</td>
</tr>
<tr>
<td>(ii)</td>
<td>Asst. Halwai Gr.I (825-1200)/2750-4400</td>
<td>33-1/3% by direct recruitment of suitable hands (having proficiency/skill of an Halwai to be adjudged by suitable practical test with VIII standard, without the agency of RRBs. 66-2/3% by promotion from lower grades.</td>
</tr>
<tr>
<td>(4)</td>
<td>Group D categories like Vendors/bearers, Salesman etc. (750-940)/2550-3200 or the lowest available groups</td>
<td>Direct recruitment with minimum 8th class pass as educational qualification.</td>
</tr>
</tbody>
</table>

Source: [RB's No.PC-V/98/I/II/18/18(B), dated 10.5.98; RBE 99/98.]
The re-engagement of retired staff on daily rates should be made only in the exceptional cases and that too for short periods and with the prior approval of Railway Board. Such arrangements may be restored to in the rarest circumstances and such engagement in ministerial categories need to be avoided to the extent possible. In no case retired personnel are to be engaged/continued beyond 60 years without Board’s prior approval. The daily rates per day would be as under:

(a) For posts in grades
Rs.3,500 -4590 & 4,000-6,000 -- Rs.85 per day

(b) For posts in grades
Rs.4,500-7,000 & 5,000-8,000 -- Rs.115 per day

(c) For posts in grades
Rs.6,500-10,500 & 7,450-11,500 -- Rs.170 per day

These rates are effective from the date of issue of the sanction.27

EVALUATION OF MANPOWER PLANNING IN SOUTH CENTRAL RAILWAY:

For the purpose of evaluating manpower planning in South Central Railway the researcher attempts to examine the staff strength by cadre-wise, in relation to fleet and also with the traffic in the respective divisions.

It is evident that, since yardsticks are partially formulated by the zone only for crew staff and for some other clerical cadre, but not in toto for all levels, thereby with some parameters like fleet traffic quantum, comparisons have been made on manpower employed in the zone. Unless the analysis of above nature has not been made, the effectiveness of manpower planning at all levels based on the quantum of operations will not depict the effectiveness of manpower planning formulated by the study zone. Further, it is also necessary to examine the trend in the ratio of group A with B and C, along with the trends in the Group B with C and D employees with group A, B and C taken together.

If the trend indicates inconsistency in this regard, it clearly depicts, the non-existence of manpower planning in the organisation. However, it is also possible that, having every year UPSC examinations, eligible candidates are to be placed in some or other zones, whether they are required or not whereby the relative composition of B, C and D employees will also be effected. The analysis of staffing in the respective levels over the study period i.e., 1990-91 to 1999-2000, will reveal the status of manpower planning in the sample organisation.
An analysis of Table 3.5 and 3.6 reveal that in Indian Railways the composition of Group A cadre has been consistently maintained between 0.44 percent and 0.49 percent, during the study period, with an upward trend. In South Central Railway also with consistent trend of having 0.41 percent increase is observed upto the year end 95-96, but during the year end 96-97 it was at 0.45 percent which continued upto 1997-98 and in 1998-99 it raised to 0.46 and remained at that point even in 1999-2000. This is not only less than that of Indian Railways composition rate but had a declining trend also which shows that the policy of South Central Railway is to have a reduction in the grade A cadre also.
# TABLE 3.5

GROUP-WISE MANPOWER IN INDIAN RAILWAYS
VIS-À-VIS SOUTH CENTRAL RAILWAY

<table>
<thead>
<tr>
<th>Year</th>
<th>INDIAN RAILWAYS</th>
<th></th>
<th></th>
<th></th>
<th>TOTAL</th>
<th></th>
<th></th>
<th></th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>90-91</td>
<td>7,253</td>
<td>7,039</td>
<td>8,91,388</td>
<td>7,64,109</td>
<td>16,51,789</td>
<td>520</td>
<td>527</td>
<td>65,943</td>
<td>61,994</td>
</tr>
<tr>
<td>91-92</td>
<td>7,370</td>
<td>6,938</td>
<td>8,87,155</td>
<td>7,52,603</td>
<td>16,54,066</td>
<td>513</td>
<td>488</td>
<td>65,327</td>
<td>61,547</td>
</tr>
<tr>
<td>92-93</td>
<td>7,334</td>
<td>6,508</td>
<td>8,91,515</td>
<td>7,40,164</td>
<td>16,45,521</td>
<td>582</td>
<td>457</td>
<td>69,905</td>
<td>56,553</td>
</tr>
<tr>
<td>93-94</td>
<td>7,672</td>
<td>6,106</td>
<td>8,94,230</td>
<td>7,15,150</td>
<td>16,23,158</td>
<td>582</td>
<td>430</td>
<td>70,320</td>
<td>55,390</td>
</tr>
<tr>
<td>94-95</td>
<td>7,644</td>
<td>5,835</td>
<td>8,95,541</td>
<td>6,93,031</td>
<td>16,02,051</td>
<td>593</td>
<td>471</td>
<td>70,928</td>
<td>54,144</td>
</tr>
<tr>
<td>95-96</td>
<td>7,577</td>
<td>6,139</td>
<td>8,91,678</td>
<td>6,81,055</td>
<td>15,86,654</td>
<td>594</td>
<td>476</td>
<td>71,454</td>
<td>53,107</td>
</tr>
<tr>
<td>96-97</td>
<td>7,685</td>
<td>6,229</td>
<td>9,02,355</td>
<td>6,67,345</td>
<td>15,83,614</td>
<td>579</td>
<td>476</td>
<td>72,866</td>
<td>52,963</td>
</tr>
<tr>
<td>97-98</td>
<td>7,034</td>
<td>6,114</td>
<td>8,73,394</td>
<td>6,56,942</td>
<td>15,84,711</td>
<td>576</td>
<td>507</td>
<td>72,112</td>
<td>52,820</td>
</tr>
<tr>
<td>98-99</td>
<td>7,101</td>
<td>5,805</td>
<td>8,86,185</td>
<td>6,45,892</td>
<td>15,44,983</td>
<td>614</td>
<td>537</td>
<td>73,516</td>
<td>51,676</td>
</tr>
<tr>
<td>99-2000</td>
<td>17,003</td>
<td>5,828</td>
<td>8,94,478</td>
<td>6,37,101</td>
<td>15,44,430</td>
<td>607</td>
<td>549</td>
<td>74,290</td>
<td>50,260</td>
</tr>
</tbody>
</table>

## TABLE 3.6

GROUP-WISE STAFF RATIO IN INDIAN RAILWAYS
VIS-À-VIS SOUTH CENTRAL RAILWAY

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INDIAN RAILWAYS</th>
<th></th>
<th></th>
<th></th>
<th>SOUTH CENTRAL RAILWAY</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>90-91</td>
<td>0.44</td>
<td>0.42</td>
<td>54.00</td>
<td>45.14</td>
<td>0.41</td>
<td>0.41</td>
<td>51.13</td>
<td>48.05</td>
</tr>
<tr>
<td>91-92</td>
<td>0.44</td>
<td>0.42</td>
<td>53.63</td>
<td>45.51</td>
<td>0.41</td>
<td>0.39</td>
<td>51.09</td>
<td>48.11</td>
</tr>
<tr>
<td>92-93</td>
<td>0.45</td>
<td>0.39</td>
<td>54.18</td>
<td>44.98</td>
<td>0.46</td>
<td>0.36</td>
<td>54.83</td>
<td>44.35</td>
</tr>
<tr>
<td>93-94</td>
<td>0.47</td>
<td>0.38</td>
<td>55.03</td>
<td>44.12</td>
<td>0.46</td>
<td>0.34</td>
<td>55.50</td>
<td>43.70</td>
</tr>
<tr>
<td>94-95</td>
<td>0.48</td>
<td>0.36</td>
<td>55.90</td>
<td>43.26</td>
<td>0.47</td>
<td>0.38</td>
<td>56.28</td>
<td>42.87</td>
</tr>
<tr>
<td>95-96</td>
<td>0.48</td>
<td>0.39</td>
<td>56.20</td>
<td>42.93</td>
<td>0.47</td>
<td>0.37</td>
<td>56.87</td>
<td>42.27</td>
</tr>
<tr>
<td>96-97</td>
<td>0.48</td>
<td>0.39</td>
<td>56.98</td>
<td>42.15</td>
<td>0.45</td>
<td>0.37</td>
<td>57.42</td>
<td>41.74</td>
</tr>
<tr>
<td>97-98</td>
<td>0.48</td>
<td>0.39</td>
<td>56.80</td>
<td>42.15</td>
<td>0.45</td>
<td>0.37</td>
<td>57.42</td>
<td>41.74</td>
</tr>
<tr>
<td>98-99</td>
<td>0.49</td>
<td>0.38</td>
<td>56.98</td>
<td>42.10</td>
<td>0.46</td>
<td>0.38</td>
<td>57.46</td>
<td>42.27</td>
</tr>
<tr>
<td>1999-2000</td>
<td>0.49</td>
<td>0.38</td>
<td>56.98</td>
<td>42.09</td>
<td>0.46</td>
<td>0.38</td>
<td>57.48</td>
<td>42.10</td>
</tr>
</tbody>
</table>

**SOURCE:** Indian Railways Year Book 1990-91 to 1999-2000
With regard to group B cadre, it is very interesting to note that, both in Indian Railways and also in South Central Railway there is total inconsistency. For instance in Indian Railways the composition of group B cadre was 0.42 percent in 1990-91, declined to 0.36 percent in 1994-95 and thereafter increased to 0.39 percent by the year end 1995-96 which continued upto 1997-98. This later declined to 0.38 in 1998-99 and remained same in 1999-2000 also. The relative composition between group A with B in Indian Railways though consistent during the year 1990-91 and 1991-92, but thereafter the composition of group A increased in relation to group B which do not have any substantial reason for such trend. However there were fluctuations in the trend of B cadre.

Likewise, in South Central Railway also the group B cadre being equal to group A cadre personnel in 1990-91, but thereafter the cadre B had a declining trend upto the year end 93-94, reaching to 0.34 percent as a composition rate to the total manpower employed in contrast to the increased composition of group A which was at 0.46 percent. In subsequent years, group A increased by 0.01 percent and group B increased by 0.04 percent over the previous year. Finally, during the year end 1996-97 the composition of group A and B was at 0.45 percent to 0.37 percent maintaining the similar rate of composition of Indian Railways. By the end of 1999-2000 Group A and B stood at 0.46 and 0.38 respectively.
Thus, the analysis reveals that, there is no scientific manpower planning in this cadre both in zonal and at Indian Railways and have not formulated and followed any yardsticks in this regard.

With regard to group C cadre, which was in the range of 54 percent to 57 percent in Indian Railways had 51 percent to 57.48 percent in South Central Railway. Further, the trend of this cadre is on upward to contrast to the fluctuating trends of group A and B cadre in South Central Railway. Though, the group C cadre has much closer in relation with group B it reveals that in Indian Railways for 0.42 percent of group B cadre, 54 percent of group C cadre are employed in contrast to which in South Central Railway it shows 0.41 percent of Group B cadre and 51.13 percent of Group C cadre in 1990-91 which is a relatively a lesser composition by more than two percent to the Indian Railways.

During the years 92-93 to 94-95 in South Central Railway the composition of group C in relation to group B is relatively higher than that of Indian Railways and this trend continued even in the succeeding years. It is clear that in South Central Railway, manpower in group C increased at a faster rate, than that of Indian Railways in relation with the manpower employed in group C in the respective study period.

With regard to Group D, both the Indian Railways and South Central Railway a fast declining trend appeared during the study period, which
may be on account of having excess manpower in earlier period and under the policy of Indian Railways to reduce the cost, the composition might have been reduced significantly.

The analysis for the year 90-91 reveals that, when compared with Indian Railways, the composition of D group in South Central Railway is more by 2.91 percent. For the year end 96-97, the composition of group D employees has been reduced significantly from 48.05 percent to 41.74 percent and by 1999-2000 is stood at 42.10 with the Indian Railways is general too having 42.4 percent composition to the total manpower employed and in the zone it has fallen short by 0.69 percent. All these analysis reveals that there is no yardsticks or manpower planning in Indian Railways in general and South Central Railway in particular.

FLEET MANPOWER GROUP-WISE:

The per fleet manpower group-wise in Indian Railways is given in Table 3.7. The reveals that during the year end 1990-91, for the given fleet of Indian Railways, there were 0.86 persons per fleet under group A and 0.83 persons under group B while 105.9 and 88.64 under group C and D respectively per fleet. Thus, for having 196 persons per fleet in Indian Railways during the year 90-91, under group A, B, C and D having about one person each under group A and B and 106 persons in group C and 89 persons in group D which is
relatively high than that of South Central Railway. The South Central Railway had a total of 175 persons with one each under Group A and B and 89 and 85 under C and D respectively. (Table 3.8)
### TABLE 3.7

**PER FLEET MANPOWER GROUP-WISE IN INDIAN RAILWAYS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Group wise</th>
<th>Group A</th>
<th>Group B</th>
<th>Group C</th>
<th>Group D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990-91</td>
<td></td>
<td>7,253</td>
<td>7,039</td>
<td>8,91,388</td>
<td>7,64,104</td>
<td>16,51,789</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(0.86)</td>
<td>(0.83)</td>
<td>(105.90)</td>
<td>(88.64)</td>
<td>(196.23)</td>
</tr>
<tr>
<td>1991-92</td>
<td></td>
<td>7,370</td>
<td>6,938</td>
<td>8,87,155</td>
<td>7,52,603</td>
<td>16,54,066</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(0.89)</td>
<td>(0.85)</td>
<td>(107.29)</td>
<td>(91.02)</td>
<td>(200.05)</td>
</tr>
<tr>
<td>1992-93</td>
<td></td>
<td>7,334</td>
<td>6,508</td>
<td>8,91,515</td>
<td>7,40,164</td>
<td>16,45,521</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(0.93)</td>
<td>(0.83)</td>
<td>(114.20)</td>
<td>(94.81)</td>
<td>(210.77)</td>
</tr>
<tr>
<td>1993-94</td>
<td></td>
<td>7,672</td>
<td>6,106</td>
<td>8,94,230</td>
<td>7,15,150</td>
<td>16,23,158</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.06)</td>
<td>(0.84)</td>
<td>(123.85)</td>
<td>(99.05)</td>
<td>(224.80)</td>
</tr>
<tr>
<td>1994-95</td>
<td></td>
<td>7,664</td>
<td>5,835</td>
<td>8,95,541</td>
<td>6,93,031</td>
<td>16,02,051</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.10)</td>
<td>(0.84)</td>
<td>(129.43)</td>
<td>(100.16)</td>
<td>(231.53)</td>
</tr>
<tr>
<td>1995-96</td>
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<td>7,557</td>
<td>6,139</td>
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<td>15,86,654</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.09)</td>
<td>(0.88)</td>
<td>(129.09)</td>
<td>(98.57)</td>
<td>(229.63)</td>
</tr>
<tr>
<td>1996-97</td>
<td></td>
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<td>(128.38)</td>
<td>(91.44)</td>
<td>(221.76)</td>
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**SOURCE**: Indian Railways Year Book 1990-91 to 1999-2000
<table>
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<tr>
<th>Year/Group Wise</th>
<th>Group A</th>
<th>Group B</th>
<th>Group C</th>
<th>Group D</th>
<th>Total</th>
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<td>(0.79)</td>
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<td>(0.81)</td>
<td>(109.87)</td>
<td>(74.34)</td>
<td>(185.94)</td>
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**SOURCE:** South Central Railway GM's Annual Reports 1990-91 to 1999-2000.
The Table 3.7 and 3.8 also show the trend of group A and B employees per fleet in Indian Railways which reveal a peculiar situation of having an upward trend in both the groups by having more or less consistent situation. Likewise, in South Central Railway the number of employees in group A and B per fleet remained almost one person per fleet. With regard to group C in Indian Railways the number of employees employed per fleet increased from 106 to 129. Analysis reveals with a high increase in group C and on comparison with group D; which had an inconsistent trend of having 89 persons per fleet during 90-91, increased to hundred persons per fleet during the year end 94-95, but declined to 96 persons per fleet by the year end 96-97 which further declined to 91 persons in 1999-2000.

**FLEET MANPOWER GROUP-WISE:**

The per fleet manpower group-wise in Indian Railways is given in Table 3.7

A similar, situation is also observed in South Central Railway with regard to both the Groups i.e., C and D employees, employed per fleet of operations. Thus, the trend discloses that, the manpower planning policy at Indian Railways should be not more than 120 and 90 respectively in respect of C and D groups and at zonal level it is to maintain not more than 130 and 100 persons in group C and D respectively. In addition to this the analysis reveals that though at all India level (i.e., Indian Railways) number of persons employed per
fleet increased from 196 to 227 revealing 12.75 percent increase in contrast to 6.28 percent increase in South Central Railway, which had 175 persons per fleet during 90-91, increased to 185 persons by the year end 1999-2000. Thus, the manpower employed ratio per fleet at South Central Railway depicts no better picture than Indian Railways in general.

An insight into the recruitment and Selection procedure in Indian Railways and South Central Railway reveal that, it is preferable to have five RRB's with the East, West, North, South and in the Centre of Indian Railways. This will not only economises the cost, but also helps in streamlining the recruitment procedures.

In the year 1978, the Railway Service Commission was setup in Secunderabad to cater the needs of the South Central Railway zone. In 1985, this Railway Service Commission was renamed as Railway Recruitment Board, the Railway Recruitment Board do consists of 21 staff with one Chairman, one member secretary and two assistant secretaries.

The Railway Recruitment Board's objectives are :- (a) to rationalies the work load of the existing RRB's (b) to expedite the selection process (c) to bring the recruitment agencies near to the candidates in the far flung areas and interior parts of states and (d) to meet regional aspirations in the matter of employment.
The RRB’s are directly under the control of the Central Recruitment Monitor Cell established in New Delhi. But the present study revealed that the cost of recruitment per candidate increased enormously.

With a view to ascertain the opinions of the Recruiters, a well structured questionnaire was served to the members of the Railway Recruitment Board mainly to know their opinions about the recruitment procedure pertaining to the methods of written tests, viva-voce, and such other relevant questions pertaining to recruitment received from them has been synthesized and presented here in nutshell. According to them the jobs for which recruitment is conducted by Railway Recruitment Board is of two categories, viz., Technical and non technical. In the non technical category the written test comprises of general subjects, including reasoning and general awareness. In the case of technical categories, the written test comprises of both general and also technical subjects. The general knowledge paper is set according to the level of the posts. They have also expressed their opinion that multiple choice test is fool proof and enables to get the requisite quality of persons. The candidates have to mark the answer in the answer sheets and there is no scope for modification within the method of multiple choice. The candidate with good standard, having proficiency in the subject knowledge will have better selection opportunity. Descriptive answering questions will not be there is in this case.
For the questions asked to suggest to improve or modify the present test methods, they have stated that, the test conducted by the Railway Recruitment Board should also adopt two stages of test as conducted by UPSC i.e., preliminary test to assess the general knowledge and the second test to assess the comprehensive ability of the candidates who have come up under the merit order in the preliminary test. They have also pointed out for the viva-voce conducted by the Board, they followed standard method to evaluate the attitude, personality and communication skills. A 15 percent of the written test mark is earmarked for viva-voce.

They have also pointed out that, the candidates called for viva-voce, will be made to feel comfortable and at ease before starting the discussion. Thus, it is found that, the experts of RRB's are of the opinion that, though the existing method is effective and appropriate but are also of the opinion that to have two tests rather than one written tests under which the those candidates whose performance is excellent and being in order of merit are alone to be called for the second test by which the most suitable candidates can be absorbed.

The present study also brought into light the views of recruitees. As many as seventy percent of the respondent felt that the written test conducted by the RRB's is not relevant to the nature of job. Further, the level of general knowledge test have been satisfactory for 94 percent of the respondents. About 82 percent of the respondents have stated that the test methods followed by
RRBs as inspiring and they also stated that the materials available in the market for these tests are quite useful.

For the multiple choice method followed by the Railway Recruitment Boards, 76 percent of the respondents supported it. For more than 90 percent of the candidates, the duration of the test is quite sufficient. With regard to the viva-voce examination about 77 percent of the respondents have expressed that the questions are direct and relevant. Of the respondents about 12 percent have stated as the critical questions have been asked. Similarly, about 12 percent of the candidates stated, as they were confusing and vague questions were asked in viva-voce. Cent percent of the respondent stated that the questions in the written test are widely spread from different areas which they felt as a good approach. With regard to placement and induction, majority of the candidates felt as routine, and not made any specific comment in this regard.

**CONCLUSION :**

Personnel policies and practices have come to occupy a place of prime importance in the nationalised rail transport in India. The Indian Railways which is a pioneering organization in the field of nationalised rail transport in the country has got its own personnel policies and practices. It is clearly evident that various aspects of Human Resource Management like classification, recruitment, promotion etc., all are under the super influence of the Central Government. In
view of lack of effective personnel policies and procedures the Indian Railways in general and South Central Railway in particular are facing number of deficiencies on all aspects of Human Resource Management. Hence it is time to streamline the entire gamut of Personnel Management system keeping in view the changing needs and requirements. Further, the interference of the Central Government should be withdrawn from this area and the Railway Board must be left with free hand to mould its own personnel policies with scientific approach backed by professional content, all the aspects of Human Resource Management must be strengthened to improve the quality of the personnel and efficiency of Indian Railways in general and South Central Railway in particular.
REFERENCES


9) Railway Board’s Resolution No. E(NG) 61/RC-1/73 of 7.7.61.


13) Railway Board’s Resolution No. E(NG)II-92/CD/1 of 17.7.1992, Bahri’s 118/92.

14) Railway Board’s Resolution No. E(NG)I/93/CFP/41 of 7-4-94, Bahri’s 28/94.

15) Railway Board’s Resolution No. E(NG)I-93/CFP/41 of 27.7.95, Bahri’s 78/95.

16) Railway Board’s Resolution No E(NG)II/94/RC-1/35 of 20.5.94, Bahri’s 40/94.

18) Railway Board's Resolution No. E(NG)II/86/RR1/42 of 10.9.86, Bahri's 161/86.


22) Railway Board's Resolution No. E(NG)II 92/CL/65 of 4.9.92; RBE 147/92.

23) Railway Board's Resolution No. E(NG) 1-96/PM6/8 dated 24.6.98; RBE 141/98 & 183/98.]


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