CHAPTER - III

MANPOWER PLANNING AND PROCUREMENT
CHAPTER - 3

MANPOWER PLANNING AND PROCUREMENT

Employees play a vital role in the development of the service industry. It is more so in Indian Railways. In view of importance of human resource in Indian Railways it would be beneficial to examine and understand a socio-economic background of the employees which in turn influences the behaviour and the performance of the employees. As such the socio-economic background, attitude of employees on manpower planning, recruitment and selection are presented in this chapter.

Social Background of Employees

The social background of employees includes age, work experience, educational background, gender, monthly income and social status.

Age of Employees

An analysis of the employee’s reveals that majority of the respondents fall in the age group of 41-50 years (Table 3.1). There are 8 percentages of employees (24 respondents) in the age below 31 years. In the higher age group of above 51 years, 63 respondents (21 percent) are found. The average age of sample employees is 45.2 years. Hence the respondents are highly nature and the answers given by them in the questionnaire can be relied upon.
Table 3.1- Age of the employees

<table>
<thead>
<tr>
<th>S. No</th>
<th>Age(Years)</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Up to 30</td>
<td>24 (8.00)</td>
</tr>
<tr>
<td>2.</td>
<td>31-40</td>
<td>72 (24.00)</td>
</tr>
<tr>
<td>3.</td>
<td>41-50</td>
<td>141 (47.00)</td>
</tr>
<tr>
<td>4.</td>
<td>51 &amp; above</td>
<td>63 (23.00)</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>300 (100.00)</strong></td>
</tr>
</tbody>
</table>

*Source: Information collected through employee questionnaire*
*Note: Figures in Parenthesis are Standard Deviation*

**Work Experience**

The work experience of employees plays an important role in the development of service industry particularly Indian Railways. Because an experienced employee would be expertise with all the rules and regulations of the bank when compare to a newly recruited employees. Employees work experience is given in the table given 3.2.

From the table it is found that employees with the work experience of 11-20 years are 34 percent (102 respondents) and next highest group being above 21 years. In the group 21 – 30 years, there are total of 84 respondents. This indicates that majority of employees who are taken for surveys are sufficiently experienced. It may also observe that by virtue of their rich experience the employees are capable of marking appropriate answers in questionnaire.
## Table 3.2 - Employees work Experience

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Experience (Years)</th>
<th>No. of. Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Up to 10</td>
<td>84 (28.00)</td>
</tr>
<tr>
<td>2</td>
<td>11-20</td>
<td>102 (34.00)</td>
</tr>
<tr>
<td>3.</td>
<td>21-30</td>
<td>81 (27.00)</td>
</tr>
<tr>
<td>4.</td>
<td>31 &amp; above</td>
<td>33 (11.00)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>300 (100.00)</strong></td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire  
Note: Figures in Parenthesis are Standard Deviation

### Education of employees

Education is the basis for appointment in an organization. The education improves knowledge and improves the work performance. The promotions in Indian railways depend upon the minimum qualifications and experience on the job. Hence the education of the sample employees is ascertained.

The table 3.3 Shows education qualification of respondents it can be seen from the fable that the majority of employees (126 respondents) are graduates. There are 42 respondents (14 per cent) with postgraduate qualification. There are 51 respondents with technical education. All these employees are working in technical departments. Therefore it can be concluded that the most of the respondents are well educated to understand questionnaire and to respond appropriately.
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Qualification</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SSC/INTER</td>
<td>81 (27.00)</td>
</tr>
<tr>
<td>2</td>
<td>Graduation</td>
<td>126 (42.00)</td>
</tr>
<tr>
<td>3</td>
<td>Post-Graduation</td>
<td>42 (14.00)</td>
</tr>
<tr>
<td>4</td>
<td>Technical</td>
<td>51 (17.00)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>300 (100.00)</strong></td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation

Gender of Employees

Now a day's women are getting employment on par with men. In Indian Railways also women employees are taken for different jobs such as counter jobs, office assistants, travelling ticked examiners etc; In view of this the gender of the respondents is taken and shown in table 3.4. The table shows that there are 234 male employees for (78 percent) and the remaining 66 female (22 percent).
Table 3.4 - Employees' Gender

<table>
<thead>
<tr>
<th>S. No</th>
<th>Gender</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Male</td>
<td>234 (78.00)</td>
</tr>
<tr>
<td>2.</td>
<td>Female</td>
<td>66 (22.00)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>300 (100.00)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation

Average Monthly Income

Salary is the major source of income for employees. Income determines status and standard of living of a person. In view of this salary income of respondents is enquired presented in table 3.5. It can be seen from this table that majority of employee salary income is between Rs 15,000 to Rs 35,000. There are 123 respondents (41 per cent) who get salary income between Rs 15,000 to Rs 25,000. Another major group of 111 employees (37 per cent) set salary income between Rs 25,000 to Rs 35,000. In the sample 17 respondents are getting salary above Rs 35,000 and five respondents getting below Rs. 15,000. The average salary income of the sample employees is Rs 23,252.
Table 3.5 - Monthly Income of Employees

<table>
<thead>
<tr>
<th>S.No</th>
<th>Income (Rs)</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Up to 15,000</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>(5.00)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>15,001-25,000</td>
<td>123</td>
</tr>
<tr>
<td></td>
<td>(41.00)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>25,001-35,000</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td>(37.00)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>35,001-45,000</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>(15.00)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>45,001 &amp; above</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(2.00)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(100.00)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire

Note: Figures in Parenthesis are Standard Deviation

Social Status

In India there is a caste system. The economic and social status is depending mostly on the caste of the individual. In order to protect the undeveloped and underdeveloped people, the Government of India provided reservation in government posts. For this, on the basis of caste, the people are divided into scheduled caste, scheduled tribe, backward classes and open category. In view of this an enquiry is made and presented in table 3.6. It can be observed from the table that there are one third respondents who belong to OBC category. As many as 81 respondents (27 per cent) are in other caste category. In the remaining 23 percent belongs to SC category and 15 percent belong to ST category.
### Table 3.6 - Social Status of Employees

<table>
<thead>
<tr>
<th>S. No</th>
<th>Status</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>OBC</td>
<td>105 (35.00)</td>
</tr>
<tr>
<td>2.</td>
<td>SC</td>
<td>69 (23.00)</td>
</tr>
<tr>
<td>3.</td>
<td>ST</td>
<td>45 (15.00)</td>
</tr>
<tr>
<td>4.</td>
<td>Others</td>
<td>81 (27.00)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>300 (100.00)</strong></td>
</tr>
</tbody>
</table>

Source: Social status of Employees

### Method of Data Analysis

As specified in chapter II, a questionnaire has been administered to employees in order to ascertain the attitude of employees towards manpower, Recruitment, selection, induction, performance, appraisal, training, JR promotion, transfers, and HRD climate. The responses of the employees for each question is taken on a five point scale as

1. Not at all;
2. To a small extent,
3. To a moderate extent
4. To a large extent
5. To a very great extent

These responses are converted into numerical values by giving weightages as (1). One point – not at all, (2) two points to a small extent,
(3) Three points – to a moderate extent, (4) Four points to a large extent, (5) Five points to very great extent, from its ratings in the form of weighted averages and standard deviation are calculated for the analysis for arriving at appropriate inferences. The weighted averages are shown in table followed by standard deviation in the parameters.

**Manpower Planning**

Manpower planning in any institution involves - An appreciation or evaluation of existing manpower Forecasting of manpower requirement for the future in terms of both quantity and quality; and taking of suitable measures to ensure that manpower is deployed according to the requirement of specific jobs.

Keeping in view the increasing trend in the wage packet of its employees, Indian Railway Corporate Plan 1985-2000 envisaged institution of a formal system of manpower planning. Railway Board appointed Rail India Technical and Economic Services Limited (RITES) in January 1990 to undertake a diagnostic study to identify the strengths and weaknesses of its current manpower.

RITES in its report (1991) had observed that the manpower deployment in various activities of the Railways was very high and recommended effective monitoring of manpower strength, reduction in staff by freezing of existing vacancies, putting a recruitment ban, ad-hoc cut in staff strength, introduction of voluntary retirement scheme, timely identification of surplus staff, controlling quality and level of recruitment, etc.
The progress made by Railways in implementing the recommendations along with other steps taken by Railway Board for manpower planning were reviewed in Audit and following observations are made:

**Monitoring of Manpower Strength**

Availability of accurate inventory of manpower in an institution is vital for effective utilization of the resource. RITES in their report had observed that suitable manpower information for the purpose of monitoring was not readily available on the Railways or was insufficiently detailed. It was, therefore, recommended that manpower information system of the Railway may be redesigned and a system of reporting manpower strength at various levels be introduced which will force the field units to be realistic in setting manpower targets and achieving them.

Railway Board emphasized the need of setting up of an effective monitoring system at the Divisional, Zonal and Railway Board's level. The Divisional Authorities were to intimate every month to the Zonal Headquarter, the inflow/outflow of the staff (Group C and D) through every means of appointment/retirement including transfers from/to other units. Similarly the Zonal Railways were to intimate to the Board through monthly PCDO the number of posts at the beginning and end of every month indicating increase/ decrease in the sanctioned post (as per Book of Sanctions) and Operated posts.

Despite instituting a mechanism of monitoring manpower strength, it was observed in audit that the manpower inventory maintained by the Railways was far from accurate.
Railway Board taking note of huge variation in the figures appearing in the Annual Statistical Statements and those reported to them through PCDO, issued instructions to carry out census of employees and furnish unit wise details of all staff based on the paid salary bills. Census of staff on Zonal Railways was carried out only in respect of Group C & D employees.

**Reduction in staff strength**

In order to achieve reduction in the staff strength, RITES had suggested resorting to putting immediate ban on recruitment, ad-hoc cuts in staff strength, early retirement by offering some incentive in the shape of enhanced retirement benefits and voluntary retirement scheme. In May 1992 during the General Manager's conference, Chairman Railway Board had expressed that every year about three to four per cent staff retire and thus there was adequate scope for manpower planning. Zonal Railways were, therefore, directed to review the existing vacancies and surrender those which were not necessary. Instructions were also issued to achieve a reduction of three per cent in sanctioned strength and two per cent in operated strength.

**Reduction of Manpower through restriction in recruitment**

The intake of the Railway employees in various groups (Group A, B, C & D) is made by resorting to direct recruitment through Union Public Service Commission and Railway Recruitment Board, recruitment from open market, recruitment on compassionate grounds etc. RITES in its report had recommended immediate ban on recruitment. No action was taken till August 2000 when in view of the Government's policy of rightsizing its manpower, Railway Board issued instructions to Zonal
Railways for restricting the intake of manpower to a maximum of one per cent per annum separately in Civil, Mechanical, Electrical, Signal & Telecommunication, Transportation & Commercial Departments and a maximum of 0.5 per cent of the men on roll for other departments. The restriction of one and 0.5 per cent was to include intake from all sources including inter department transfers but excluding compassionate appointments made in essential categories where no surpluses were likely to be generated in foreseeable future. These instructions were slightly modified in December 2001, when Railway Board permitted the General Managers/Divisional Railway Managers to decide the number of employees to be inducted in each department subject to overall intake limit of one per cent per annum to whole group of departments viz Civil, Mechanical, Electrical, Signal & Telecommunication, Transportation & Commercial and intake limit of 0.5 per cent to whole group of other departments.

Reduction of manpower through early Retirement/Voluntary Retirement

RITES in their report had observed that an option available for reducing the size is to induce outflow from the organization and suggested retirement of those above the age of 50 by offering some incentives in the form of enhanced benefits or weeding out on the basis of performance. Government of India introduced a Special Voluntary Retirement Scheme (SVRS) to all its Employees who have been declared surplus.

Scrutiny by Audit, however, revealed that despite a large number of employees on Zonal Railways having been declared surplus (as
discussed in ensuing paragraphs), no action has been taken by Railway Board to introduce a similar scheme for its employees.

**Timely identification of Surplus staff and their useful redeployment**

In view of major technological changes taking place in the Indian Railway system it is imperative to identify activities that have become redundant and re-deploy the staff that become surplus. RITES in their report had recommended the concept of zero bases budgeting in manpower planning at least once in five years as in such budgeting the Managers in the organization had to justify presence of every employee. In each Zonal Railway Work Study Teams/ Staff Inspection Units (SIUs) undertake studies from time to time to identify such activities and suggest efficient methods of operation to effect manpower savings.

**Forecasting of Manpower Requirement**

An assessment of future manpower requirements is essential for planning recruitment levels and developing redeployment strategies. In order to use the existing manpower judiciously and take decision regarding recruitment, it is essential that proposals for staff requirement of various activities are prepared well in advance by adopting certain yardsticks/ norms.

A review of records of Zonal Railways conducted in this regard revealed that proposal for future requirements of staff were not prepared annually in advance except for Construction Organization and Running staff (Guard, Drivers etc.) in open line. The proposals for requirement of staff in all other activities were processed as and when need arose.
Availability of norms/yardsticks and their observance

Availability of norms/yardsticks for deployment of staff in various activities and their correct application is an essential tool for manpower management.

Test check on availability of norms was carried out in three major departments viz. Electrical, Mechanical and Civil Engineering and it was found that:

In Electrical Department, out of 11 major activities, norms for staff deployment in four activities viz. Maintenance of AC Coaches and Train lighting, Sub-station maintenance, Administrative work (non-gazetted staff) and Headquarter office work (Gazetted staff) were not available except on Eastern and South Eastern Railways. On Eastern and South Eastern Railways:

- Railways out of the four activities mentioned above norms for maintenance of AC Coaches and Train lighting were available.
- In Mechanical Department, out of five activities, norms for one activity viz. staff deployment for wagons maintenance were available only on Eastern, South Eastern and Western Railways. Norms for administrative work and Divisional work (Gazetted staff) were not available in any of the Zonal Railway.
- In engineering departments, out of ten activities, norms for seven activities were not available on any of the Zonal Railways.

Micro study regarding observance of norms/yardsticks, manpower planning in three departments was carried and the results are depicted in the following paragraphs.
Rightsizing of manpower through Benchmarking

Benchmarking is a method of determining the minimum manpower per unit of representative workload. A comparison of manpower per unit engaged for similar activities in different Railways and adopting the best figure as a benchmark has been recognized as the best solution for rightsizing manpower. RITES in their report had indicated that there was considerable variation from Railway to Railway in respect of number of track men per Equated Track Kilometer (ETKM) in Civil Engineering department and had recommended for similar comparison in other activities to achieve economy through proper deployment of manpower.

Manpower assessment for Workshop

Railway Administration has invested huge amounts in modernization of workshops with a view to increase productivity in workshops and large number of semi-skilled trades has been reclassified as skilled to increase the availability of skilled workforce. These developments have a direct impact on the productivity and allowed time for various jobs in workshops. Due to revision in allowed time and closure of certain activities, the staff have become surplus. Test check was conducted in 26 workshops on sixteen Zonal Railways to find out the impact of modernization and action taken by Railways to reduce the staff.

Manpower planning for Construction Organization

Each Zonal Railway has a Construction Organization headed by Chief Administrative Officers. The main functions of this organization are construction of new lines, bridges etc. Assessment of manpower requirement for the construction organization is generally done on the basis of the provision in the estimates relating to the works to be executed.
by this organization. All the posts thus created are called 'Work charged posts'.

**Creation & Extension of currency of Gazetted Posts**

For every financial year yardstick for the creation/extension of Gazetted staff for construction project is fixed by the Railway Board. According to these yardsticks, proposals for creation/extension of number of Gazetted posts are sent by the concerned executives departments to FA&CAO (C) for concurrence. The proposal shows the details of the outlay for the year in respect of the works to be executed by the concerned department and also gives the list of the works where provision for the proposed staff exists. These Proposals are scrutinized by the Accounts department after verifying all the facts & figures and the vetted proposals are sent back to the concerned department to take the sanction of the competent authority. Proposals for creation/extension of SAG level posts are required to be sanctioned by Railway Board. Other proposals of Gazetted staff are sanctioned by the CAO (C).

**Man Power Planning Process**

It is an appreciation or evaluation of existing man power planning, it also forecasts of manpower planning requirement for the future in terms of both quantity and quality and taking of suitable measures to ensure that manpower is deployed according to the requirement of specific jobs.

The manpower planning requirement of any organization should be estimated well in advance based on business, and expansion of business. If it is done like this the required manpower could be arranged as for the requirement of the company arranged the Indian Railways is a very big organization with a lot of advancement and changes in the organization.
The manpower planning requirement is a continuous process in Indian Railways. Hence, it should estimate the manpower Planning requirement well in advance. In this regard, an enquiry is made in this study and presented in table 3.7.

The weighted average of Manpower Planning requirement identification in advanced based on strategies in organization is 2.63. It means that the score is below moderate extent. It means the Indian Railways is not identifying manpower planning requirement well in advance. This leads to shortage of manpower, low quality manpower planning and untrained manpower. Hence it is suggested that Indian Railways should identify the required Manpower Planning well in advance based on expansions and development of the organization.

### Table 3.7 - Man Power Planning Process

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Manpower requirements of each department are identified well in advance based in strategies in organization.</td>
<td>2.63 (0.544)</td>
</tr>
<tr>
<td>02</td>
<td>Manpower planning is always done on the basis of projection</td>
<td>1.29 (0.820)</td>
</tr>
<tr>
<td>03</td>
<td>Due participation by strategic managers in manpower Planning, recruitment and selection process.</td>
<td>1.82 (0.770)</td>
</tr>
<tr>
<td>04</td>
<td>Close linkages between the manpower plans and the organization business plans.</td>
<td>2.13 (0.562)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation
The manpower planning is further for the feature requirement of organization. For this the organization should project into feature and do the manpower planning. For the question, weather manpower planning is always done on the basis of projections. The employees responded with a weighted average of 1.29. This score is even below small extent. It can be inferred that the Indian Railways is not doing manpower planning on the basis of projections. In view of the above it is suggested the Indian Railways should have a vision and projection into feature and decide the plans for feature development. Based on these projections, the manpower planning should be done.

Recruitment

Once the required number and kind of human resources are determined, the management has to find the place where required human resources are will be available and also find the means of attracting them towards the organization before selecting suitable candidates for jobs. All this process is generally known as recruitment some people use the term "recruitment" for employment these two are not one and the same.

Recruitment is only one of the steps in the entire employment process some other using the term recruitment for selection. These two terms are not one and the same. Technically speaking the function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for jobs in an organization, whereas the selection is the process of finding out the most suitable candidate to the job out of the candidates.

Recruitment is defined as a process to discover the source of manpower to meet the requirement of the staffing schedule and to employ
effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce. “The process of searching for prospective employees and stimulating them to apply for jobs in the organization”. - Edwin B. Flipps

Recruitment Techniques

Recruitment techniques are the means or media by which management contracts prospective employees or provides necessary information or exchanges ideas stimulates them to apply for jobs. Management uses different types of techniques to stimulate internal and external candidates. Techniques useful to stimulate internal candidates are

(i) promotions and
(ii) Transfers techniques useful to stimulate external candidates
(iii) present employees
(iv) Scouting
(v) Advertising

Recruitment Procedures in Indian Railways

RRBs recruit Group “C personnel for different Zonal Railways/Production Units. In all, there are 19 (nineteen) RRBs, which cater to the respective zonal staffing requirements. Based on the Indents received, Employment Notifications are released in Employment News (A publication of the Government of India) and Indicative advertisements in other News Papers.

There are generally two Notifications in a year by each RRB System:
In order to ensure uniformity throughout the RRBs, there is a standard format for application. The applications received are scrutinized for different eligibility criteria and a list of eligible candidates is drawn. Thereafter, examination date and centre is fixed and call letters are dispatched to eligible candidates one month in advance of the date of examination. Simultaneously the rejected applications data is published in the website for information of in-eligible candidates.

The examinations may be single stage, two stages, single stage written exam followed by skill test/aptitude test/interview depending on the nature of the posts advertised. Candidates qualified in all stages of the examination are finally called for document verification, wherein, all the records are verified and checked with original documents.

Recruitment in the beginning of Indian Railways

First time in July 1942, as an experimental measure, a Service Commission with a Chairman and two members was established for recruitment of Subordinate Staff on the then North West Railway. The position was reviewed in 1945 and Services Commissions at Bombay, Calcutta, Madras and Lucknow were set up under Railway Board. These Commissions were introduced with two fold functions of recruiting class III staff and also tender advice to General Managers for dealing with appeals from subordinate staff on disciplinary matters.

Developments

In 1948, the Indian Railway Enquiry Committee reviewed working of commissions. While recommend-ing their permanency, suggested that the work related to appeals should be withdrawn so that commission can
give undivided attention to recruitments. Chairman, Bombay Service Commission was given the supervisory role to Supervise Commissions at Calcutta, Lucknow and Madras. In 1949, due to financial constraints, a ban was imposed on recruitments on Indian Railways. Thus number of commissions was reduced to one and centrally located viz., at Bombay. In 1953-54, when Economic conditions of Indian Railways improved, four service commissions were again set up viz., at Bombay, Madras, Allahabad and Calcutta. In 1956, the Estimates committee generally approved the method of recruitment by the Constitution of the Railway Service Commissions. In 1973, to cater to the needs of the North Eastern Railway and to facilitate recruitment from the under developed areas of that region, an additional commission was set up at Muzaffarpur. In the same year a branch office of Calcutta Service Commission was opened at Ranchi. In 1978 one more additional Service Commission was set up at Secunderabad to cater to the needs of the then newly formed South Central Railway. Recruitment of staff for the needs of NF Railway was still being done through recruitment committee control by NF Railway. Thus in 1978 this job was entrusted to full fledged service commission with Head Quarters at Guwahati. Yet another service commission was opened in 1980 at Bangalore to cater to the needs of candidates from remote backward areas of Karnataka. In 1981 full-fledged service commission was opened at Danapur.

**Creation of additional Service commissions**

In 1983, to cater to the needs of areas which were being neglected due to locations of the existing commissions, seven more commissions were set up viz., at Ahmedabad, Ajmer, Bhopal, Bhubneshwar, Chandigarh, Jammu and Srinagar with sitting at Leh and Trivendrum. In
1984 two more service commissions were set up at Malda and Gorakhpur. A full-fledged commission at Ranchi was set up to cater for exclusive needs of Scheduled tribes of the area.

**Re-naming as Railway Recruitment Board**

In January, 1985 Railway Service Commissions have been renamed as Railway Recruitment Boards (RRBs). Thus at present 19 Railway Recruitment Boards are functioning.

**Railway Recruitment Control Board (RRCB)**

Railway Recruitment Control Board (RRCB) was set up in 1998 in the Ministry of Railways (Railway Board) with the following objectives;

- Formulation of policy in regard to recruitment procedures.
- Monitoring the activities of all Railway Recruitment Boards (RRBs) including expenditure incurred for recruitment.
- Evaluating the performance of RRB’s and advises them on priorities.
- Organizing and managing information system for monitoring the work done by RRB.

**Group ‘A’ Service**

**Method of recruitment** – Recruitment to Group A service in the various department shall be made through.

(a) Competitive Examination held by the Union Public Service Commission.

(b) Promotion of officers in Group ‘B’ Service including officiating Group ‘B’ Railway Officers of the service or department.
(c) By appointment of candidates initially recruited as Special Class Apprentices on the results of the examination conducted by UPSC in accordance with the rules for recruitment to Indian Railway Service of Mechanical Engineers.

(d) By Transfer of officers in service of the Government provided the recruitment rules a provision to this effect.

(e) By occasional admission of other qualified persons in consultation with the UPSC.

Candidate are recruited under (a) and sometimes in (d) above as probationers. The special Class Railway Apprentices will be liable to undergo practical and theoretical training for 4 years in Jamalpur Workshop and Technical School at Kharagpur. They are required to pass examinations at the end of every nine months during the first 3 years. During the period of apprenticeship the candidates will have to pass parts I and II of either Associate Membership of Institution of Engineers (India) examination. Before the completion of the fourth year of training the apprentices will be listed in order on the result of the examination held and reports on the apprentices received during the period of apprenticeship.

(b) **Group 'B' Service**

All vacancies in Group 'B' are filled by promotion of eligible group 'C' staff – see the rules governing promotion of subordinate staff in Chapter IV.

(c) Recruitment in Non-gazette services

(3) **Direct recruitment**: It means the recruitment to the Group ‘C’ service of any person not already in the service of the railway or any
person in railway service who may be permitted to apply for appointment subject to possession of requisite qualification along with outsiders according to the procedure laid down for recruitment.

(4) **Recruitment in Group ‘C’** is made through the agency of Railway Recruitment Board against indents placed on them. The Railways / production units have also been authorized by the Board to recruit staff in different categories.¹

All vacancies in posts and services whose Railways Services Revised Pay scales pay (1997 scales) rises above Rs. 4500 (in RSRP) per month recruitment for which is made either by RRB or by Railway Administration and are treated as “recruitment by open competition and on all – India basis” will be advertised in the list of news papers approved by the Dept of personnel for advertisements. All other posts in the lower grades will be advertised at the discretion of RRB and Railway administration in English, Hindi and regional language news papers, commonly read in the area where vacancies exist.²

(5) **Indents for direct recruitment** - Indents personally approved by principal Head of Department will be placed by CPO (not by Divisions) to RRBs four times a year.³

Recruitment to the categories of skilled Artisans (Technician – Gr. III) will now be done through the Railway Recruitment Board. Indents for filling up the direct recruitment quota may be placed with the concerned Railway Recruitment Boards.⁴
Elimination of Viva voce in RRB recruitment

With a view to reduce the element of subjectivity to the maximum possible and to expedite the selection process, it has been decided to eliminate viva-voce tests (interview) in RRB recruitment.

In respect of the categories in Group II all the candidates whose applications are considered valid, shall be called for preliminary examination. Based on the merit positions in the preliminary examination, candidates equal to 10 times the number of vacancies shall be called for final examinations. Selection shall be based on the merit position obtained in the final examination alone.

Psychological test/typing test as applicable, shall continue as hitherto. For categories in Group IV, which will still have interviews as part of Selection, the allocation of marks will continue to be as per existing procedure, i.e. 85% mark for written examination and 15% for interview. The instructions on doing away with the written test if the applicants are less than 6 times the number of vacancies.5

Recruitment procedure in Group ‘C’ in general

Group ‘C’ posts in Railways will be filled either (i) by direct recruitment or (ii) by promotion of Group ‘D’ staff, or (iii) by transfer of suitable staff from

Other railway offices and, if necessary, from other government offices. Staffs from other government offices are however scarcely transferred to railway service except against direct recruitment vacancies in posts like office clerks, Trains clerk, T.C’s being filled by Railways
against a quota. Procedure to be observed by appointing authority in offering appointment to a candidate selected by RRB:

The candidates selected by RRBs/Railway Administrations will be offered appointments against vacancies in sanctioned posts according to their positions in the panel(s) subject to observance of the rules as provided for special representation of certain communities and other quotas for appointments to certain posts, if such persons qualified for the posts are available. Appointment letters will be issued in standard appointment letter forms signed by the competent authority under its own designation. But before the letters are issued it has to be ensured whether reports as regards the verification of character and antecedents of the candidates have been received from the civil authorities in reference to letters issued to them earlier.

Alternative appointment to medically unfit candidates empanelled by RRBs and RRCs in Group ‘C’ and Group ‘D’ posts – Board have decided to discussions the policy of providing alternative appointment to the medically failed empanelled candidates selected through RRBs/RRCs for any Group ‘C’ or Group ‘D’ post. These orders supersede all earlier orders issued on the subject and will take effect from the date of issue.  

Filling of posts by transfer of staff: Before placing indents with Railway Recruitment Boards for recruitment of staff, the number of persons in various categories who have applied for transfer to other railway division will be taken into consideration so that transfer may take place without any hitch as soon as replacement becomes available with the appointment of fresh recruits.
Filling up the vacancies of Ticket checking staff: On the issue of filling up vacancies and creation of additional posts of Ticket Checking staff. Board have approved for filling up of the existing vacancies in Ticket Checking Staff following the extant rules and procedures. The surplus staff among departments may be screened by a committee of officers headed by Sr.DCM to fill up the vacancies. In regard to creations of additional posts of Ticket checking staff, Board agreed to the proposal of finding 50% matching surrender from the vacancy banks of the respective GMs and rest 50% to be provided by the Railway Board.

Recruitment of Sports persons on the Railways

Recruitment of sports persons both in Group – C and Group-D, shall be done through Talent Scouting and Open Advertisement. 60% of the total quota, including the share of Railway sports Promotion Board (RSPB), shall be through Talent Scouting and balance 40% shall be filled up by Open, Advertisement. Distribution of quota amongst Zonal Railways. Production Units, RSPB and Workshops having staff strength of 4000 or more.

Recruitment and Recruitment Policy

It is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. It is to locate sources of manpower to meet job requirements and specification of involves efforts the attract employees equipped with describe qualities to fill up the vacant position matching the personnel qualities of the would be employee with the job requirements.
The railway jobs can be known by the individuals by employments news, News Paper, through existing employees, by personal enquires and by also internet. Generally the individuals can find the vacancies of the job through the advertisement also. In view of this a survey has done to know how many individuals will be knowing through there magazine production or by electronic media. It is found that the most of the individuals are known by the news papers and internet. Hence India Railways should improve its advertisements in news papers and internet.

Generally, in Indian Railway’s Recruitment of manpower and number of employees selected based on the strategic needs. Mainly concerned manager’s focus on the need of manpower for the further period in order fulfills the need and necessity of employees to meet the concerned contracts and for the development of Indian Railway. In various sectors. In view of this a question has been asked to know whether recruitment of number and type of people are based mostly on strategic needs. The table 3.8 reveals that the weighted average rate is 3.45 the above which is more than moderate extent. It means that Indian Railways recruitment the number and type of people base strategic needs.
Table 3.8 - Recruitment and Policy

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Recruitment of number and type of the people are based mostly on strategic needs.</td>
<td>3.45 (0.657)</td>
</tr>
<tr>
<td>02</td>
<td>Recruitment policy in IR is transparent and effective</td>
<td>2.16 (0.748)</td>
</tr>
<tr>
<td>03</td>
<td>Internal source are given importance in recruitment process</td>
<td>1.25 (0.539)</td>
</tr>
<tr>
<td>04</td>
<td>Local talent is given due significance in recruitment process</td>
<td>1.22 (0.579)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are in Standard deviation

The recruitment policy in Indian Railways should be transparent and effective. In order to find out whether it is done or not in Indian Railways is asked. For this the weighted average is 2.1 which is below moderate level means that the recruitment is not effective and transparent. In this view it is suggested that the recruitment should be done effectively and transfers in order to find the right person for the right job. It will be essential for the development of Indian Railway otherwise the Indian Railway will be losing the creditability in the service industry.

The recruitment in Indian Railways will be also considered for the internal employees who are in Indian Railways to their children for the employment. To know how far the recommendations will be implemented by the existed employees to their children. The respondents gave the weighted average of 1.25 which is below small extent. This
reveals that internal sources are not considered much for the recruitment. It is suggested that the talent should be identified and will be recruited in their Indian Railways so that there will talent enhancing the Indian Railway in different technology by recruiting credible candidate. It helps to develop the service industry for creating new innovations.

The process of recruitment in Indian Railway will be considered for the local talent also. In the table 3.8 reveals the average weighted rate is 1.22 which is below to small extent it explains the local talent is not considered and the recruitment is done accordingly by selecting the necessary person. It is suggested that they local talent should be considered for the credible candidate who would be identified for the developments of Indian Railways.

**Job design**

The recruitment in Indian Railways would be designed perfectly so as not to find any difficulty when the process is done. The managers will forecast and the demand of the particular employer to fulfill the needs of Indian Railway. To know how for the process is done, while designing. The study reveals that the table 3.9 shows the weighted average rate is 3.69 which is more than the moderate extent which says that jobs are well planned and designed in Indian Railways. The process of assigned tasks to a job including interdependency of those tasks with other jobs. It has a critical impact on organization and employee objectives. It is a set of tasks assigned to and performed by one person
### Table 3.9 - Job Designing in Railways

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Jobs are well designed in I R</td>
<td>3.69 (0.598)</td>
</tr>
<tr>
<td>02</td>
<td>Jobs have clear cut boundaries</td>
<td>3.65 (0.657)</td>
</tr>
<tr>
<td>03</td>
<td>Employees are fully aware of job designs</td>
<td>3.00 (0.718)</td>
</tr>
<tr>
<td>04</td>
<td>Succession planning is done in advance based on strategic moves since it takes time to recruit senior people in Indian Railways</td>
<td>2.57 (0.625)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire  
Note: Figures in Parenthesis are Standard deviation

In Indian Railways jobs which are segmented according to the department wise have the particular rules and regulations. They have their Limitations accordingly for the job concerned. To know the limitations of the employees under their designed jobs a survey has been conducted, the table 3.9 reveals that the weighted average rate is above moderate level is 3.65 which explain the limitation for the employees for the concerned work would be planned and decided perfectly in this industry. It is suggested they employees who are in Indian Railway should have limitations as such they should not interact with the job work of other employees.

The employees who are in Indian Railway should be knowing the job design perfectly so as they have to act in their work accordingly to
know how many employees are aware of design of the job. A small survey has been conducted. The table 3.9 reveals that weighted average rate is 3.00 which is at moderate point. This explains the employees are well known of job design. It is suggested that the employees should be know about the design & limitations of the jobs, perfectly so as to work with their concerned responsibilities.

To recruit senior people in Indian Railway the succession plan is done in advance as it takes much time to recruit them. A survey has done to know the weighted average of this is 2.57 in the table 3.9 which is below moderate level. It reveals planning in advance is not done properly. It is suggested that the planning should be done perfectly to avoid the unnecessary problems. If it so, the development will get breakdown in Indian Railways.

Selection

After identifying the sources of human resources, searching for prospective employees and stimulating them to apply for jobs in an organization, the management has to perform the function of selecting the right employees at the right time the objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates.

Significance of selection process

Selection of personnel to man to organization is a crucial, complex and continuing functions. The ability of an organization to attain its goals effectively and to develop in a dynamic environment largely depends upon the effectiveness of its selection programme. If right personnel are selected, the remaining functions of personnel manager become easier. If
the right person is selected he is a valuable asset to the organization and if faculty selection is made that employee will become a liability to the organization.

**Steps in scientific selection process**


**Selection Procedure**

1. The selection process is subject to the rules and regulations issued by the Ministry of Railways (Railway Board), Government of India which includes reservation of jobs for certain castes/communities such as Scheduled Castes (SC), Scheduled Tribes (ST), Other Backward Communities (OBC), etc.

2. It starts with calling for applications from eligible candidates through Employment News" (A publication of the Government of India).

3. Scrutiny of applications and calling only eligible candidates for written examination.

4. Conduct written examination which consists of objective type questions.

5. List of candidates successful in the written examination/Interview is published through employment news, Internet and also separately advised to the candidates by post.
6. In respect of safety categories, a psychological test is also conducted to assess the suitability of the candidate for safety related jobs in Railways.

7. For certain categories a second stage written examination is also conducted.

8. Conduct viva-voce test cum-interview/Verification of documents for the candidates successful in the above examinations.

9. As per the policy decision of the Ministry of Railways, there will be interviews only in selected categories.

10. Recommend a panel of names for appointment in respective Railway Establishments.

Selection to Group B Services

Selected from serving Group C employees by General Manager. Selection Board consists of 4 HODs including CPO and HOD of the department concerned. 70% vacancies are filled through a process of selection primarily based on seniority and 30% through a selection test known as Limited Departmental Competitive Examination (LDCE). 9

70% selection

- Number of vacancies existing and anticipated for the next 2 years is taken into consideration.

- Field of consideration of eligible employees will be determined as follows:
No of vacancies | Employees to be considered
---|---
1 | 6
2 | 8
3 | 10
4 or more | 3 times no of vacancies

- In case of SC/ST employee’s field of consideration may be expanded to 5 times if not available.
- After notice of selection issued, if any employee gives unwillingness in writing field of consideration may be expanded to include additional employees.

A model Timetable has been suggested by Railway Board as follows:

I) working out vacancies | 31 December every year
II) Drawing up integrated seniority list | 31 December every year
III) Issuing a notice and circulation of seniority list: | 2 weeks
IV) Written examination | 4 weeks
V) Supplementary examination for absentees | 2 weeks
VI) Arranging a viva-voce | 2 weeks
VII) Arranging a supplementary viva-voce | 2 weeks
VIII) Finding of selection board submitted | 2 weeks
IX) Publishing panel | 2 weeks
Eligibility

Group C employees in Pay Band PB2 (9300-34800) with Grade Pay Rs. 4200 and above with 3 years in the grade (including services in the corresponding pre-revised grades).  

In the integrated seniority employees Pay Band PB2 with Grade Pay Rs. 4600 will be placed above those with Grade Pay Rs. 4200. In either category relative seniority of employees will be determined with respect to the length of non-fortuitous service in the Grade Pay Rs. 4600 or Rs. 4200 as the case may be. 

Delayed selection

If a selection procedure is delayed by more than one year then it will be conducted as per the procedure for Delayed selection as follows:

Number of vacancies for each selection should be assessed separately. Field of consideration of eligible employees should be assessed separately starting from earliest selection.

Separate panel for each selection

Limited Departmental Competitive Examination (LDCE)

❖ -To fill up 30% of vacancies in Group ‘B’ vacancies in Civil Engineering, Mechanical Engineering, Electrical Engineering, Signal & Telecommunications, Transportation and Commercial Department, Stores and Accounts.
❖ Reservation of SC/ST as per extant orders.
❖ The panel will be valid for the same length of time as the panel of selection.
❖ Employees empanelled through selection will rank above those through LDCE.¹²
❖ Group C employees in Pay Band PB2 (9300-34800) with GP 4200 and above with 5 years in the grade including services in the corresponding pre-revised grades).¹³

**Scheme of examination**

(i) A written exam of a substantially higher standard than associated with normal selection.

(ii) A viva-voce

- Names will be in order of merit on the basis of total marks.

**Selection of APOs**

**Eligibility**

Group C staff of Personal Branch, Ministerial staff of Civil Engineering, Mechanical Engineering, Electrical Engineering, Signal & Telecommunications, Transportation and Commercial Department, Medical, Railway Protection Force, Cash & Pay Dept, Computer Centre, Statistical Branch.

- Staff of Hindi Branch is not eligible

- Minimum 3 years in the Grade Pay Rs. 4200 in Pay Band PB2 (9300 - 34800) (including services in the corresponding pre-revised grades).¹⁴

**Selection Process in Indian Railways**

It is the process of picking individuals with requisite qualifications and competence to fill jobs in the organization. The role of selection in organizations effectiveness is crucial for at least, two reasons. First, work
performance depends on individuals. Secondly, cost incurred in recruiting and hiring, personnel speaks volumes about the role of selection. It is the negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

The selection tests in Indian Railways are generally conducted based on the particular jobs assigned for each and every department. To identify this small survey has conducted the table 3.10 reveals the weighted average is 3.32 which is more than moderate extent, this means that the selection tests are conducted based on the job whether it is technical, administration and other departments.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Selection tests (written tests) are conducted based on the job requirements.</td>
<td>3.32 (0.548)</td>
</tr>
<tr>
<td>02</td>
<td>Interviews are conducted by strategic levels in Indian Railways.</td>
<td>2.26 (0.691)</td>
</tr>
<tr>
<td>03</td>
<td>Managers are trained in Interviewing and other techniques.</td>
<td>2.14 (0.804)</td>
</tr>
<tr>
<td>04</td>
<td>The results of selection tests are used to identify the potential candidate.</td>
<td>3.96 (0.665)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire  
Note: Figures in Parenthesis are Standard deviation

Mostly the interviews are conducted by the assigned strategic levels in Indian Railway. The selection of the candidates will be decided by the human resource department according to concerned requirements by each department to verify all these activities a survey has been
conducted to know how the interviews are decided by the particulars levels in Indian Railway. The table 3.10 reveals that weighted average rate is 2.26 which is below moderate level is explains the interviews are conducted below the strategic levels. They have given less importance. It is suggested that interviews should be decided according each and every levels step by step to select a potential candidate for the suitable position. So that selected candidate’s can contribute and support for the development of service industry.

The managers should be trained very much to select potential candidate for the required post. In Indian Railways managers are given special interest while undergoing training. Firstly, the managers are educated well with concerned subject the techniques should be trained to manager while interviewing the candidates. In order to pursue this matter the managers are wanted well or not a survey has been conducted. The table 3.10 reveals the weighted average is 2.14 which is little above to small extent. It explains the managers are not trained properly for giving training. It is suggest that as the Indian Railways is very big service industry, the managers in the organization are well trained and equipped with all the particular activities and techniques which support in selecting a potential candidate.

In order to identify the potential candidate the selection tests are conducted and properly interviewed with various techniques to filter from the list of candidates which are announced. Here in this survey the weighted average is 3.96. It is very near to large extent. This explains that the potential candidates are identified by the selection tests only. Hence, this system is framed in a selecting candidate is very useful to filter the right candidate who will support and develop the organization.
Selection process and its effectiveness

It is long process commencing from the preliminary interview of the applicants and ending with the contract of employment. The process differs among organizations and between two different jobs within the same company.

Generally, in Indian Railways the selection process is based on various techniques the process helps in identifying the potential candidate. The selection process should lead to better performance. Based on the survey the table 3.11 reveals that the weighted average a rate is 3.30 which is more than moderate level. It is to understand that selection process in Indian Railways leads to better performance.

<table>
<thead>
<tr>
<th>S. No</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>The selection process results better performance.</td>
<td>3.30 (0.893)</td>
</tr>
<tr>
<td>02</td>
<td>The selection process is transparent</td>
<td>2.60 (1.128)</td>
</tr>
<tr>
<td>03</td>
<td>The candidates are selected with future opportunities in view</td>
<td>2.30 (0.927)</td>
</tr>
<tr>
<td>04</td>
<td>The selected candidates are going to meet the needs of the Indian Railways.</td>
<td>2.04 (0.665)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard deviation

The selection process should be transparent in any organization. In order to know this process is implementing or not in Indian Railways a
question is asked. The weighted average rate for this is 2.60, which is just below the moderate extent. It assumes the selection process is not transparent. It is suggested that all the process of selection should be transparent. The candidates should know done his position marks after the process is over. This type of transparency will enhance the prestige of Indian Railways.

The important thing is Indian Railways is selection it plays an important role in developing Indian Railways and creating new innovations. Hence to fulfill the necessary conditions. The candidates are selected; with the future planning based on that the selection and interviews are conducted. The survey given in table 3.11 given the weighted average score is 2.30 for the question, the candidates are selected with future opportunities in view it is almost near to small extent. It assumes that candidates are selected only for the need and necessary condition not in a long term view. Hence, it is suggested that candidates are selected based on the feature plans so as to contribute for the Indian Railways in future problems and any allegations or any contracts or any innovations. This will avoid shortage of manpower.

In any service industry the potential candidates who are selected should contribute his services to achieve the goals of an organization. The selected candidates should see the organizations needs and works to be completed on time. As it is public organization the candidates should double their energy to rich and achieve the goals of the organization. To test this a survey resulting the weighted average is 2.04 in table 3.11 which is just above to small extent it reveals that selected candidates are meeting the needs of Indian Railways to very small extent. Hence it is suggested the candidates who are selected should contribute his
knowledge and services which render the services to the organization. It is further suggested that Indian railways should contribute their knowledge and services to the organization.

**Induction**

It is a process of guiding and counseling the employee to familiarize with job situation. It accomplishes several objectives including formation of a favorable impression and attitude, development of a feeling and facilitation of measuring and team work out the part of the employees. It is line responsibility with staff advice and guidance. It minimizes employees' turnover and grievances as well as helps in the attainment of numerous training objectives. It classifies the terms and conditions of employment, communicates job requirements to employees and provides confidence is the organization as well as in their own ability to accomplish the work effectively.

The positive and negative aspects of the organization should aware by the potential employees this is because if they know huge facts they will act accordingly and perform well to meet the organization activities and goals. So especially the organization should train the best potential candidates to make aware of the both aspects. For the question, prospective employees are aware of positive and negative aspects of Indian Railways and job. The table 3.12 reveals that the weighted average is 2.71. It means that the induction training is not providing both positive and negative aspects of the organization and jobs. It is suggested that Indian Railways should try to explain all aspects of Indian Railway including positive and negative aspect of Indian Railways in Indo-china training.
### Table 3.12 - Induction in Railways

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Prospective employees are aware of positive and negative aspects.</td>
<td>2.71 (0.591)</td>
</tr>
<tr>
<td>2.</td>
<td>Induction training provides an excellent opportunity for new comers to learn comprehensively.</td>
<td>2.24 (0.726)</td>
</tr>
<tr>
<td>3.</td>
<td>In Indian Railways the induction training is aligned to strategic requirements.</td>
<td>2.92 (0.761)</td>
</tr>
<tr>
<td>4.</td>
<td>The induction program is a well planned for sufficient duration</td>
<td>3.83 (0.620)</td>
</tr>
<tr>
<td>5.</td>
<td>Prospective employees are explained the organizations strategies in the first hand</td>
<td>3.34 (0.590)</td>
</tr>
<tr>
<td>6.</td>
<td>Strategic managers spent time with the new recruits during induction training</td>
<td>2.65 (0.626)</td>
</tr>
</tbody>
</table>

**Source:** Information collected through employee questionnaire  
**Note:** Figures in Parenthesis are Standard deviation

After selection is over, the candidates will join in Railways. They will be given induction training to know the rules and regulations and how to develop the various activities in different way. The induction training supports the employees to aware the policies of the organization and to equip the new comers with different technologies parameters. So that they will be more trained to need the activities of the organization. To test how far the induction training provides an opportunity to new summaries a survey has conducted the resulted weighted average is 3.24 as given in the table 3.12. It is more than moderate level it explains the induction training program given to newcomers an excellent opportunity to learn about organization and for comprehensively.
The induction programme is bounded by the concerned jobs and strategic requirements of the organization. The respondents in table 3.12 reveal that the weighted average scores is 2.92 which is just below to moderate extent. It explains that induction programme is aligned with the strategic requirements. It is suggested that induction training programme should have the requirements to enhance the training modules to reach the trainees easily. The Induction programme is designed well in advocator and for a sufficient period of time. They authorities decide and plan in such a way that there should not have any problems in attending the induction program to the employees. The respondents given the rating 3.83 which is above moderate extent. It indicates that Indian Railways plan the training program perfectly with sufficient period.

The potential candidates who are selected by Indian Railways are given much importance and first preference is given to know the organizations. Strategies like, developments achievements and innovative. The respondents gave the weighted average score is 3.34 which is more than moderate extent. It reveals that the prospective candidates are given preference to know every aspects of the organization.

The managers should spend time with new employees and should discuss during the induction training. But the respondents rated 2.65 for the statement strategy mangers spend time with the news recruits during induction training. It is less than moderate extent. It shows the strategic manages are not spending time. With new employees in the induction training. Hence it is suggested that the mangers should spend time with new recruits in order to educate the new employees in all aspects. This helps them to make aware of all the activities of Indian Railways.
References

1. Indian Railways Establishment Rules, Ref: R.B.s, No. E (NG) II/96/RR – 1/62 (RBE No. 121/05), SE SL No. 147/05.
2. Indian Railways Establishment Rules (Para 110 under Section B of Chapter I/ IREM).
3. (R.B.s No. E (NG) II/88/RRB/62 of 11.8.91 & E (NG) 91-22-1/19, (Sl.No.SE179/91). Railway Board later decided that schedule of indents to be placed on RRBs will be two times year i.e. 1st March and 1st September).
5. (Ref: Boards No. E (NG) –III 74 (RSC) 47/11 of 30.9.75), shall stand withdrawn. For more details, reference may be made to Board’s letter No.99/5 (RRB) 25/2 of 18.3.99, Sl. No. SE 109/99.
7. R.B.s No. E (NG) 1 – 7 RRI/31 of 11.01.77.
10. Board’s letter No. E (G) 96 HO 1 – 2 of 22.3.96.
11. Ref: R.B.s No. E (NG) 175 1G – 5-9 of 10/11.5.75.
14. Ref. R.B.’s No. E (NG) I-81-Pt. 11-76 of 25.4.81, Sl. No. NR 7836/SE 110/81